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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2015 to 30 June 2016

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2015 to 30 June 2016, which amounts to $355,208,800, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The estimated resource requirements for the maintenance and operation of the Mission for the 2015/16 financial period represent a 16.9 per cent ($72,058,200) reduction when compared with the 2014/15 budgetary level. It reflects the reduction in the military and civilian personnel strengths of the Mission as well as in the composition of its aircraft fleet. Pursuant to Security Council resolution 2190 (2014) UNMIL will continue to assist the Government of Liberia in consolidating peace and stability in the country, in protecting civilians and in achieving a successful transition of complete security responsibility to national security institutions.

The budget provides for the deployment of up to 4,811 military personnel, including 133 military observers and 4,678 military contingent personnel; 1,763 police personnel, including 498 United Nations police officers and 1,265 formed police personnel; 398 international and 853 national staff, inclusive of 60 National Professional Officers and 204 United Nations Volunteers and 32 Government-provided personnel.

The total resource requirements for UNMIL for the financial period from 1 July 2015 to 30 June 2016 have been linked to the Mission's objective through a number of results-based frameworks, organized by components (security, rule of law, peace consolidation and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in levels of resources, both human and financial, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	Expenditures[a] (2013-14)	Apportionment[a] (2014-15)	Cost estimates (2015-16)	Variance	
				Amount	Percentage
Military and police personnel	225 184.4	206 974.3	166 656.1	(40 318.2)	(19.5)
Civilian personnel	118 887.6	119 725.3	105 450.7	(14 274.6)	(11.9)
Operational costs	103 773.3	100 567.4	83 102.0	(17 465.4)	(17.4)
Gross requirements	**447 845.3**	**427 267.0**	**355 208.8**	**(72 058.2)**	**(16.9)**
Staff assessment income	9 698.9	8 970.0	8 688.7	(281.3)	(3.1)
Net requirements	**438 146.4**	**418 297.0**	**346 520.1**	**(71 776.9)**	**(17.2)**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	0.0	0.0
Total requirements	**447 898.1**	**427 319.8**	**355 261.6**	**(72 058.2)**	**(16.9)**

[a] Reflects the realignment of resources for Government-provided personnel from the operational costs category to the civilian personnel category of expenditure, and the realignment of resources for the self-sustainment of uniformed personnel from the operational costs category to the military and police personnel category of expenditure.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2014/15	–	–	–	–	84	98	41	–	**223**
Proposed 2015/16	–	–	–	–	71	94	32	–	**197**
Components									
Security									
Approved 2014/15	133	4 765	498	1 265	21	2	–	32	**6 716**
Proposed 2015/16	133	4 678	498	1 265	20	4	–	32	**6 630**
Rule of law									
Approved 2014/15	–	–	–	–	33	29	6	–	**68**
Proposed 2015/16	–	–	–	–	31	17	8	–	**56**
Peace Consolidation									
Approved 2014/15	–	–	–	–	29	29	10	–	**68**
Proposed 2015/16	–	–	–	–	27	19	6	–	**52**
Support									
Approved 2014/15	–	–	–	–	276	783	180	–	**1 239**
Proposed 2015/16	–	–	–	–	249	719	158	–	**1 126**
Total									
Approved 2014/15	**133**	**4 765**	**498**	**1 265**	**443**	**941**	**237**	**32**	**8 314**
Proposed 2015/16	**133**	**4 678**	**498**	**1 265**	**398**	**853**	**204**	**32**	**8 061**
Net change	**–**	**(87)**	**–**	**–**	**(45)**	**(88)**	**(33)**	**–**	**(253)**

[a] Represents the highest level of authorized/proposed strength.

[b] Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The Security Council first established the mandate of the United Nations Mission in Liberia (UNMIL) by its resolution 1509 (2003) of 19 September 2003.

2. It may be recalled that in 2014, by its resolution 2176 (2014) of 15 September 2014, the Security Council decided to extend the mandate of UNMIL from 1 October until 31 December 2014, a rollover of three months instead of the typical one-year period, owing to the evolving escalation of an outbreak of the Ebola virus disease in West Africa. This called for the Council's consideration of the Secretary-General proposal, as set out in paragraphs 95-97 of the twenty-eighth progress report on UNMIL (S/2014/598 of 15 August 2014). Subsequently, the Council, by its resolution 2190 (2014) of 15 December 2014, decided to extend the mandate of the Mission until 30 September 2015 and requested that the Secretary-General provide an update no later than 15 March 2015 on the situation in Liberia, especially an assessment of the impact of the Ebola virus disease crisis and options for resuming the drawdown in the military strength of UNMIL in line with the objective of completing the security transition as referred to in paragraph 5 of that resolution. In the same resolution, the Council also recognized that the modalities of the resumption of the phased drawdown might require adjustments in light of the Secretary-General's update.

3. The Mission is mandated to help the Security Council achieve the overall objective of advancing the peace process in Liberia. UNMIL will, during the budget period, deliver related key outputs, shown in the frameworks below, in order to accomplish the mandate set out in Council resolution 2190 (2014). These frameworks are organized according to components (security, rule of law, peace consolidation and support) derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measure of progress towards such accomplishments during the budget period. The human resources of UNMIL in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which is attributed to the Mission as a whole. Variances in the number of personnel compared with the 2014/15 budget have been explained under the respective components.

5. The Mission is headed by the Special Representative of the Secretary-General for Liberia, at the level of Under-Secretary-General, assisted by Deputy Special Representatives of the Secretary-General for Peace Consolidation and Support and Rule of Law, both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the D-2 level. Police operations, including support to the institution- and capacity-building of law enforcement agencies, are headed by a Police Commissioner at the D-2 level. Executive direction and management is headed by a Chief of Staff at the D-1 level.

B. Planning assumptions and mission support initiatives

6. UNMIL will continue to assist Liberia in consolidating peace and stability, with an emphasis on strengthening the security sector and the protection of civilians. In accordance with Security Council resolution 2190 (2014), in which 30 June 2016 is set as the deadline for the assumption of full security responsibilities by national authorities, institution- and capacity-building of Liberia's security institutions is central to the mandate, as are good offices and political support for a series of reforms to which the Council has requested the Government of Liberia to give priority attention.

7. In accordance with Security Council resolution 2190 (2014), the Mission will assist the Government in advancing its implementation of a revised security transition plan, which includes benchmarks and reflects the remaining operational, legislative and other gaps and requirements for the completion of the security transition by mid-2016. UNMIL will continue to assist the Government in addressing the critical gaps identified in the plan, primarily in respect of support for the Liberia National Police and the Bureau of Immigration and Naturalization, and other institutions, such as the legislature.

8. In its resolution 2190 (2014), the Security Council requested the Special Representative of the Secretary-General to provide good offices and political support to the Government as a means of assisting the Liberian authorities in respect of achieving progress in the areas of governance, rule of law, security sector reform and national reconciliation. In that resolution, the Council placed particular emphasis on constitutional and institutional reforms, especially of the rule of law and security sectors, and the national reconciliation processes, particularly in light of the wider political, security, socioeconomic and humanitarian impact of the Ebola outbreak on communities and the need to plan for the longer-term recovery of Liberia. Also in resolution 2190 (2014), the Council also mandated UNMIL to facilitate the provision of humanitarian assistance and promote the protection of human rights, with an emphasis on addressing impunity for sexual and gender-based violence.

9. The field offices of UNMIL continue to play an essential role in implementing the Mission's mandate at the county level. They provide situational awareness and analysis of county-level developments that are essential for the effective performance of the mandated good offices and political support role of the Special Representative of the Secretary-General, as well as early warning to enhance the priority mandated task of UNMIL, namely, the protection of civilians. The field offices also facilitate humanitarian access; work in border counties with local authorities on border stabilization activities, in coordination with the United Nations Operation in Côte d'Ivoire (UNOCI) field offices; conduct rule of law monitoring, advisory and mentoring support to assist the Government in extending access to justice and security services throughout the country; and monitor human rights. UNMIL will work during the period on a plan for consolidating the field offices with a view to gradually scaling back its country-wide civilian presence.

10. In accordance with Security Council resolution 2190 (2014), the authorized strength of UNMIL shall remain at up to 4,811 military and 1,795 police personnel. The proposed budget estimates for 2015/16, however, reflect a reduction in military troops deployed to UNMIL which will be implemented shortly in line with the latest

assessment of operational requirements and the Secretary-General's responsibility for maintaining military personnel levels within the ceiling mandated by the Council. In this context, the budget estimate reflects an average strength of 3,415 for military contingents and 108 for military observers across the entire budget period, taking into account the vacancy factors, 19 per cent and 27 per cent applied to the cost estimates for military observers and military contingents troops, respectively. Similarly, as the number of Formed Police Units deployed to UNMIL has already been reduced from 10 to 8, budget estimates reflect an average police strength of 1,605 across the budget period, taking into account a 21 per cent vacancy factor applied to the estimate for Formed Police Units. Furthermore, the budget estimates also reflect an average number of United Nations police personnel of 408, taking into account an 18 per cent vacancy factor applied to the cost estimate for United Nations police personnel.

11. In support of national authorities, UNMIL will continue to patrol and monitor developments along the borders of Liberia with Côte d'Ivoire, Guinea and Sierra Leone, while reinforcing efforts to strengthen inter-mission cooperation with UNOCI. UNMIL and UNOCI will enhance support to the Governments of Liberia and Côte d'Ivoire, respectively, in developing and implementing a shared border strategy, which focuses not only on security but also on broader issues of social cohesion, livelihoods and reconciliation.

12. In its resolution 2190 (2014), the Security Council calls for the completion of the security transition by mid-2016. Although there has been some increase in national resources allocated to the security sector in the national budget for the 2014/15 period, resources for operations of security institutions are still significantly below the level required. The first two drawdown phases demonstrated that national capacity to assume responsibility for security tasks, particularly outside the capital, Monrovia, is limited.

13. In order to operate at optimal capacity with its residual military strength, the Mission will need to remain highly mobile. Arrangements are being put in place to provide over-the-horizon support in the event of a serious deterioration of security, in the context of inter-mission cooperation, pursuant to Security Council resolution 1609 (2005). In its resolution 2162 (2014), the Council welcomed the establishment of a quick-reaction force of 650 troops within UNOCI to implement that Mission's mandate, while also providing temporary reinforcement for the implementation of the mandate of UNMIL in the event of a serious deterioration of the security situation in Liberia. In resolution 2162 (2014), the Council also authorized the use of all UNOCI and UNMIL military utility helicopters in both Côte d'Ivoire and Liberia, while not affecting the area of responsibility of either mission. However, for the duration of the Ebola crisis, inter-mission cooperation arrangements involving the transfer of military or police assets involving UNMIL are suspended.

14. Should the constitutional review process restart in earnest in the early months of 2015, the legislature would be expected to debate and vote on proposed amendments, possibly in mid-2015, which would enable planning for a national referendum, to be held at least 12 months later. While it is currently unlikely that the referendum will be held during the 2015/16 period, the civic education process is expected to be completed within the budget year. UNMIL will provide good offices and political support for this process and other political reforms, as well as national reconciliation, in accordance with its mandate.

15. Developments in neighbouring countries, including in the context of electoral processes to be held in 2015, could have an impact on Liberia. Unforeseen regional issues and possible spillover effects could pose challenges with respect to security and the protection of civilians in Liberia, requiring a continued focus on border areas, as well as on regional and inter-mission cooperation. In this regard, the Mission will keep its contingency plans updated to ensure that it is able to optimize its response capacity to any security incidents, as required.

16. In accordance with the UNMIL good offices mandate to politically support the work of the Constitution Review Committee and other actors in the process of designing and institutionalizing reforms critical to peace consolidation, all UNMIL components will support the Special Representative of the Secretary-General in her advocacy for the adoption of relevant legislation in support of a number of institutional reforms. With regard to national reconciliation, through its good offices mandate, the Mission will offer support to local and national initiatives in support of reconciliation at the national and local levels.

17. The Mission will continue to advise, mentor and build the capacity of Liberia's justice and security institutions, including the Liberia National Police, the Bureau of Immigration and Naturalization, the Bureau of Corrections and Rehabilitation and other entities in the Ministry of Justice and the judiciary. In particular, the Mission will enhance its mentoring and capacity-building activities in priority areas for the sustainable and longer-term development of the justice and security sectors, in the context of the security transition.

18. In the broader context of the security transition, the Mission will assist the Government in implementing the revised national security strategy, developing and implementing a security sector reform strategy, including the development of oversight and accountability mechanisms for the security sector, and support Government-led security sector coordination. UNMIL will also continue to support enhanced access to justice and security throughout the country, particularly initiatives related to the decentralization of justice and security services, including the rollout of regional justice and security hubs and the operationalizing of county security councils throughout the country. The work of UNMIL with the Bureau of Corrections and Rehabilitation will become even more critical as the international formed police units are withdrawn from Monrovia Central Prison and the National Palace of Corrections in Grand Gedeh. Training in enhanced security, use of non-lethal force, development and implementation of use-of-force policies and incident management structures, both internally and in concert with the Liberia National Police, will require intensive, sustained and expert support from the Mission. In addition, the Mission will continue to pursue its efforts in the area of human rights promotion and protection, particularly in strengthening the capacity of the Independent National Commission on Human Rights and civil society organizations.

19. UNMIL will continue to support the efforts of the Government to counter sexual and gender-based violence, including impunity for such violations, and promote gender equality, including through its implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) on women and peace and security and sexual violence in armed conflict, as well as resolution 2190 (2014). As part of those efforts, the Mission will support national efforts to strengthen situation analysis and strategy development on this issue, and

collaborate with the Liberia National Police and the Ministry of Justice on reinforcing their human rights investigative and prosecutorial capacities, including those of the Women and Child Protection Section and the Sexual and Gender-based Violent Crime Unit, respectively. Broader human rights initiatives will place emphasis on supporting Government efforts to implement the National Human Rights Action Plan, particularly harmful traditional practices, and on fulfilling its reporting obligations on major international human rights conventions, policies and processes, which protect and promote human rights.

20. The 2015/16 budget proposal is based on the current authorized strength of the military contingents and the deployed strength of the formed police units. UNMIL has nevertheless built into the proposed budget sufficient flexibility to allow for a quick resumption of the military drawdown in the event that the Security Council considers that, significant progress having been made in combating the Ebola outbreak, the epidemic no longer poses a threat to peace and security in the region.

21. Measures to align the Mission's posture towards resumed and accelerated drawdown include another systematic review of mission locations and a significantly reduced civilian staffing component. Equipment replacements proposed in the 2015/16 budget are kept at the minimum required to sustain service delivery. Replacement of assets is requested only in consideration of the advanced progressive deterioration of the existing equipment and infrastructure during planning for the necessary reduction in asset and inventory holdings as the Mission is progressively drawing down.

22. Pursuant to the resumption of the military drawdown, UNMIL will reduce the number of locations where it is currently present by 18 per cent. This will mainly impact military and police team sites, in keeping with the recommendation of the Secretary-General arising from the strategic review conducted in February 2014 and as reflected in his twenty-eighth progress report to the Security Council on UNMIL (S/2014/598 of 15 August 2014).

23. UNMIL is continuing to implement its dry season road repair programme whose aim is to keep the Mission's main and secondary supply routes open. The programme is carried out in coordination with Liberia's Ministry of Public Works with the expectation that when the effects of the Ebola outbreak subside, the Government will establish measures for the allocation of funding to this function.

24. In keeping with the expectation of a resumption of the military drawdown, UNMIL proposes a 10 per cent reduction in its civilian staffing, with an appropriate balance across the substantive and support elements of the Mission.

25. The proposed Mission civilian staffing establishment includes 1,455 personnel, comprising 398 international and 853 national staff (60 National Professional Officers and 793 national General Service staff), as well as 204 United Nations Volunteer positions. It reflects a net reduction of 45 international, 88 national and 33 United Nations Volunteer posts. It is also reflective of the reassignment of 1 National Professional Officer post and the redeployment of 162 posts (57 international, 75 national and 30 United Nations Volunteer). It includes the abolishment of 178 posts and the establishment of 12, for a total net decrease of 166 in staffing. Furthermore, an increment of a further 5 per cent has been applied to the vacancy rate for the category of civilian personnel to allow for further reductions in staff in line with the downsizing and reconfiguration of the Mission.

26. Under executive direction and management, in the context of the Mission's drawdown, UNMIL proposes the merger of the Joint Mission Analysis Centre and the Joint Operations Centre to create the Joint Analysis and Operations Centre. With the deployment of the Situational Awareness and Geospatial Environment (SAGE) integrated reporting system, a commercially available data recording and processing platform, now customized by the Organization for use in peacekeeping operations, the capacity to capture and store information has been greatly enhanced and will thereby enable the expeditious retrieval of information for collation, analysis and reporting. The further coherence achieved and the efficiencies gained through the synergy between the reporting products and processes of the two sections will enable the streamlining of their collective human resources.

27. Also under executive direction and management, the Mission proposes to absorb the Regional/Inter-Mission Cooperation Support Unit into the Field Support Team. The establishment of the Regional/Inter-Mission Cooperation Support Unit enabled UNMIL to achieve an integrated approach to addressing border issues, and to further strengthen the substantive aspects of inter-mission cooperation with UNOCI. Further, the Unit, the Field Support Team and field offices in the border counties have also reached a level of seamless interaction. These accomplishments and the improved security situation along Liberia's border with Côte d'Ivoire enable the Mission to streamline dedicated capacity to this issue and to embed it within the Field Support Team.

28. In its resolution 2190 (2014), the Security Council called on UNMIL to assist the Government in taking forward institutional reforms and the reconciliation process through good offices and political support, particularly in light of the wider political, security, socioeconomic and humanitarian impact of the Ebola outbreak on communities. Pursuant to the Mission's streamlined responsibilities related to institutional reforms and national reconciliation, particularly the provision of technical support for constitutional review, national reconciliation and decentralization, UNMIL proposes to restructure the former Consolidation of Democratic Governance Pillar. It is proposed to rename the component the Peace Consolidation Pillar, which will be headed by the Deputy Special Representative of the Secretary-General (former Peace Consolidation and Support) at the Assistant Secretary-General level. It is also proposed that the Pillar structure be streamlined by consolidating the former Office for Consolidation of Democratic Governance, the Reconciliation and Peace Consolidation Section and the Governance Section into a Peace Consolidation Service, headed by a Head of Office at the D-1 level. The Service will support good offices and political support of the Special Representative of the Secretary-General for institutional reform and national reconciliation. It will also support the Government of Liberia with respect to post-Ebola recovery planning and combating sexual and gender-based violence through enhanced gender awareness and advocacy.

29. In light of the Mission's ongoing transition and in order to maximize the impact of its revised rule of law mandate, UNFIL proposes to adjust its approach to mandate implementation in certain areas, modify related structures and reprioritize its resources more generally as follows. The Mission proposes to increase its dedicated security sector reform capacity to support the development and implementation of a national security sector reform strategy, and to improve coordination between the United Nations country team and UNMIL on security sector reform issues, as part of the transition process. In support of those efforts and in light of the nexus between security and justice issues, it is proposed that the

Mission establish a Security Sector Reform Unit, which would report to the Deputy Special Representative of the Secretary-General (Rule of Law) at the Assistant Secretary-General level through the Principal Rule of Law Officer (D-1) in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law). The Principal Rule of Law Officer is responsible for bringing coherence to all security and justice issues across the Rule of Law Pillar. The Unit would be reinforced by support from focal points in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) (1 Senior Judicial Affairs Officer (P-5)) and the police component (1 Policy Reform Adviser (P-5) and 1 Security Sector Reform/Reports Officer (P-3)). The Mission will create an UNMIL-United Nations country team security sector reform coordination mechanism to leverage all capacities within the United Nations system in Liberia. The Special Representative of the Secretary-General or the Deputy Special Representative of the Secretary-General (Rule of Law) will regularly convene the coordination mechanism to align and track the progress of all security sector reform priorities, with the Security Sector Reform Unit acting as the secretariat. The creation of the Security Sector Reform Unit would also enable the Mission to advance more rapidly and coherently with respect to the identified priorities for the institution-building dimensions of its protection-of-civilians strategy, with ongoing support to the de-concentration of security services from the capital to the counties, and with the piloting of initiatives aimed at strengthening the capacity of county-level structures to address local-level security issues and challenges.

30. UNMIL also proposes to abolish its Access to Justice and Security Section and its Training and Mentoring Unit and to establish a Capacity-building and Mentoring Unit, which would, through targeted co-location, focus on building the leadership and management capacity of justice partners at the central level, while mentoring county attorneys and public defenders in pilot cases, such as sexual and gender-based violence, and complex criminal cases, and in key aspects of the criminal justice process. It is proposed that the Principal Rule of Law Officer in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) assume greater direct leadership and oversight of additional components within the Pillar to enable the achievement of a more coherent approach to addressing issues along the security and justice continuum. As a consequence, the Legal and Policy Reform Section, the Correction and Prison Advisory Services, the Security Sector Reform Unit and the Capacity-building and Mentoring Unit would report to the Deputy Special Representative of the Secretary-General (Rule of Law), through the Principal Rule of Law Officer, while the police component and the Human Rights and Protection Section would continue to report directly to the Deputy Special Representative of the Secretary-General (Rule of Law).

31. The Mission proposes to redeploy the HIV/AIDS Unit from the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support) to Mission Support. Under the 2012/13 budget, the unit has been working exclusively on internal support functions of testing and counselling all categories of peacekeeping personnel. It is proposed that the HIV/AIDS Adviser Unit have a reporting line to the Chief of Service Delivery.

32. UNMIL continues to realign its mission support component to the latest guidance on the global field support strategy. In the 2014/15 budget, UNMIL proposed to establish the two main global field support strategy pillars of service delivery and supply chain management. Based on the most recent evolution of the concept of the strategy, UNMIL has been placed in the small-mission group for the

2015/16 budget period; however, based on the required level of support to be provided, the recommended model for small peacekeeping missions does not provide the structure needed to meet these demands. Therefore, UNMIL will use the 2015/16 financial period as a period of transition, centred more around a large-mission structure but modified, at various levels, to constitute a medium-sized model. These offices will report to a Director of Mission Support and the Deputy Director of Mission Support. Additional offices under the supply chain structure will report to a separate Chief of Combined Service Delivery and Chief of Supply Chain Management, both at the P-5 level. As provided by the global field support strategy guidance, the Director of Mission Support retains responsibilities for overall oversight, strategic advice and internal controls. A Deputy Director of Mission Support post is proposed, utilizing an existing D-1 post, with responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients.

33. UNMIL will fully implement the recommended global field support strategy model in two planned stages, so as to effect an efficient reorganization with minimal disruption of Mission operations. Stage one, which will be implemented by 30 June 2015, involves a reorganization of existing functions within the recommended model and utilizing the posts it has available, with some posts downsized or reclassified. This will result in a situation where some grade levels are temporarily out of sync with a normal grade-level hierarchy. Stage two entails further post downgrades and probable downsizing so as to bring grade levels into the proper relationships and hierarchy.

34. UNMIL is undertaking the activities necessary to implement Secretariat-wide initiatives, such as the progressive upgrade and expansion of Umoja. Training continues to be an operational imperative, as lack of knowledge of the procedures and technical requirements of the system presents a challenge to achieving its full potential and thus realizing the planned benefits and efficiencies. UNMIL is also required to provide for certain system requirements such as the upgrading and acquisition of equipment and increased Internet bandwidth needed to keep the system operational at all times.

35. UNMIL undertakes regular reviews of its aircraft fleet and strives to optimize fleet utilization. The need to maintain mobility, response capacity and evacuation capability in a country that lacks basic road infrastructure, combined with a long and heavy rainy season, determines the continued need for UNMIL aircraft. With the military drawdown planned for the 2014/15 financial period effectively suspended owing to the Ebola crisis, the Mission's current aircraft fleet is already appropriate for the tasks to be performed during the 2015/16 budget period, including enabling the repatriation of military personnel and cargo when the drawdown resumes. UNMIL therefore proposes to keep the existing two Mi-8MTV, six Mi-8MT, one DHC-7, one B-1900 and three Mi-24 attack helicopters, to be shared with UNOCI on a 15 per cent basis for the seven-month period.

36. The Ebola outbreak had a significant adverse effect on the Mission's ability to effectively support mandate implementation during the 2014/15 financial period. The 2015/16 budget proposal is based on the assumption that the outbreak will be sufficiently contained. Thus, the support component of UNMIL will be able to focus on timely and quality delivery of services in support of the activities and operational priorities of the Mission.

C. Regional mission cooperation

37. As directed by the Department of Peacekeeping Operations of the United Nations Secretariat, inter-mission cooperation arrangements involving the temporary redeployment of military and police capabilities will not resume until after the Ebola crisis has ended, as determined by the World Health Organization (WHO) or another competent health authority. Therefore, assets authorized by the Security Council to be shared between UNMIL and UNOCI, or that have a standing inter-mission authorization (armed military helicopters, utility helicopters and the regional quick reaction force of 650 troops) will remain in their respective areas of operation, unless absolutely required (e.g., for servicing of the armed helicopters).

38. UNMIL will continue to enhance its inter-mission cooperation with UNOCI and its support to other missions and offices in the subregion (the United Nations Mission for Ebola Emergency Response (UNMEER), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Office for West Africa (UNOWA)) to enable the development of focused and responsive frameworks for cooperation, while making adjustments, as appropriate, in the context of the Ebola crisis.

39. In the context of the 2015/16 budget, UNMIL will evaluate the aircraft-sharing arrangements currently in place with UNOCI to ensure optimal utilization, configuration and availability of strategic aircraft resources in the wider West Africa region.

D. Partnerships, country team coordination and integrated missions

40. In light of the Ebola crisis and the political, social and economic weaknesses identified as a result, and as part of the broader transition process, the Mission will further strengthen its integrated approaches to programming and implementation of mandated activities with the United Nations country team. In accordance with its mandate to facilitate humanitarian assistance, UNMIL will continue to support the efforts of UNMEER and other actors responding to the Ebola crisis, for the duration of the health emergency.

41. UNMIL will continue to emphasize the joint programme approach to supporting specific sectors and strive to further enhance collaboration on the implementation of existing joint programmes. Within the rule of law sector, the already strong partnership between UNMIL and the United Nations Development Programme (UNDP), as well as other country team entities, will continue to strengthen the capacity of rule of law institutions, including through support to the justice and security hubs that are being established in collaboration with the Peacebuilding Support Office. A joint UNMIL-UNDP think tank has provided a joint analysis on Ebola and post-Ebola planning, and consultations with UNDP, the Governance Commission and the Ministry of the Interior continue to strengthen integrated approaches on decentralization and governance reforms. The integrated capacity will remain important for the implementation of the good offices mandate of UNMIL.

42. UNMIL and the United Nations country team will continue to support Liberia's formal engagement with the Peacebuilding Commission through the Justice and Security Joint Programme, and in advancing the implementation of the Strategic Road Map for National Healing, Peacebuilding and Reconciliation in Liberia. UNMIL and the country team will also continue to collaborate on critical

reform processes in which UNMIL provides the political support and UNDP provides technical assistance, for example, in the constitutional review process and national reconciliation. In light of the multifaceted impact of the Ebola outbreak on Liberia and the need to plan for longer-term healing and recovery, UNMIL will provide good offices and political support to the Government and will also collaborate with UNDP and the World Food Programme (WFP) in advising on the establishment of a functional disaster risk reduction system. The Mission will also continue to collaborate with the country team in addressing the high prevalence of sexual and gender-based violence in Liberia.

E. Results-based-budgeting frameworks

Executive direction and management

43. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General/Principal Deputy Special Representative									
Approved 2014/15	1	1	5	–	4	**11**	1	–	**12**
Proposed 2015/16	1	1	3	–	4	**9**	1	–	**10**
Net change	–	–	**(2)**	–	–	**(2)**	–	–	**(2)**
Legal Affairs Section									
Approved 2014/15	–	–	2	1	1	**4**	–	–	**4**
Proposed 2015/16	–	–	2	1	1	**4**	–	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Strategic Planning Unit									
Approved 2014/15	–	–	2	–	1	**3**	2	–	**5**
Proposed 2015/16	–	–	2	–	–	**2**	–	–	**2**
Net change	–	–	–	–	**(1)**	**(1)**	**(2)**	–	**(3)**
Regional/Inter-mission Cooperation Support Unit									
Approved 2014/15	–	–	1	–	1	**2**	–	1	**3**
Proposed 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	–	**(1)**	–	**(1)**	**(2)**	–	**(1)**	**(3)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Total international**	National staff[a]	United Nations Volunteers	**Total**
Field Support Team									
Approved 2014/15	–	–	1	1	1	**3**	1	–	**4**
Proposed 2015/16	–	–	1	2	–	**3**	–	1	**4**
Net change	–	–	–	**1**	**(1)**	**–**	**(1)**	**1**	**–**
County Offices									
Approved 2014/15	–	–	5	25	–	**30**	42	28	**100**
Proposed 2015/16	–	–	5	23	–	**28**	43	22	**93**
Net change	–	–	–	**(2)**	–	**(2)**	**1**	**(6)**	**(7)**
Joint Mission Analysis Centre									
Approved 2014/15	–	–	4	1	1	**6**	15	2	**23**
Proposed 2015/16	–	–	4	1	1	**6**	14	2	**22**
Net change	–	–	–	–	–	**–**	**(1)**	–	**(1)**
Joint Operations Centre									
Approved 2014/15	–	–	2	–	1	**3**	–	2	**5**
Proposed 2015/16	–	–	–	–	–	**–**	–	–	**–**
Net change	–	–	**(2)**	–	**(1)**	**(3)**	–	**(2)**	**(5)**
Communications and Public Information Office									
Approved 2014/15	–	–	3	6	5	**14**	35	5	**54**
Proposed 2015/16	–	–	3	6	2	**11**	34	4	**49**
Net change	–	–	–	–	**(3)**	**(3)**	**(1)**	**(1)**	**(5)**
Political Affairs Section									
Approved 2014/15	–	1	4	2	1	**8**	2	3	**13**
Proposed 2015/16	–	1	4	2	1	**8**	2	3	**13**
Net change	–	–	–	–	–	**–**	–	–	**–**
Total, executive direction and management									
Approved 2014/15	1	2	29	36	16	**84**	98	41	**223**
Proposed 2015/16	1	2	24	35	9	**71**	94	32	**197**
Net change	–	–	**(5)**	**(1)**	**(7)**	**(13)**	**(4)**	**(9)**	**(26)**

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 13 posts (10 abolished and 3 redeployed)

National staff: net decrease of 4 posts (10 abolished, 2 established and 4 redeployed)

United Nations Volunteers: net decrease of 9 positions (8 abolished and 1 redeployed)

Office of the Special Representative of the Secretary-General

International staff: decrease of 2 posts (abolishment of 1 P-4 post, redeployment of 1 P-4 to the Security Sector Reform Unit under the rule of law component)

44. In line with the downsizing of the Mission, it is proposed that the post of Policy Officer at the P-4 level be abolished owing to the further transfer of transition planning, regular reporting and certain policy functions (e.g., protection of civilians) to other units, in order to more closely align those lead or coordinating functions with the core mandates of other units, such as the Strategic Planning Unit, the Joint Operations Centre, the Political Affairs Section and the Office of the Deputy Special Representative of the Secretary-General (Rule of Law).

45. In its resolution 2190 (2014), the Security Council called on UNMIL to assist the Government of Liberia in developing and implementing, as soon as possible and in close coordination with bilateral and multilateral partners, its national strategy on security sector reform. To that end, it is proposed that the Mission's dedicated security sector reform capacity, currently comprising 1 P-4 post in the Office of the Special Representative of the Secretary-General (Rule of Law), be strengthened by leveraging capacities within the Mission's Rule of Law Pillar. It is also proposed that the Security Sector Reform Adviser post (P-4) be redeployed to the Rule of Law Pillar to form part of a dedicated Security Sector Reform Unit. The redeployment of the post to form part of a strengthened security sector reform capacity is expected to have a significant positive impact on mandate implementation in this area of activity.

46. The clearer prioritization of tasks, combined with the more integrated functioning of the Mission in areas of cross-cutting activity, more efficient working methods, and the greater alignment of staff skills with post functions, has enhanced the functioning of the Office of the Special Representative of the Secretary-General and the Mission more broadly.

Joint Operations Centre

International staff: decrease of 3 posts (abolishment of 1 P-5 post and redeployment of 1 P-4 and 1 Field Service post)

United Nations Volunteers: decrease of 2 positions (abolishment of 1 position and redeployment of 1 position)

47. The workload of the Joint Operations Centre is expected to be maintained during the 2015/16 budget period. In some respects, it could even increase, since the anticipated decrease in UNMIL force levels could contribute to an increase in security-related incidents. At the same time, the introduction of the Situational Awareness and Geospatial Environment (SAGE) integrated reporting system is expected to result in significant efficiency gains with regard to data capture, collation, analysis and reporting. This, combined with the overall streamlining of the Mission in the context of the transition of UNMIL, has created the opportunity to merge the Joint

Operations Centre with the Joint Mission Analysis Centre into the Joint Analysis and Operations Centre. This would make it possible to abolish 1 Chief Joint Operations Centre post (P-5) and 1 United Nations Volunteer Associate Reporting Officer position and redeploy 1 Deputy Chief Joint Operations Centre post (P-4), 1 Field Service Administrative Assistant and 1 United Nations Volunteer Associate Reporting Officer position to the Joint Analysis and Operations Centre. The Chief of the Joint Mission Analysis Centre would assume responsibility for managing the proposed Joint Analysis and Operations Centre.

48. The merger of the Joint Operations Centre and the Joint Mission Analysis Centre would result in improvements in the management of the new Joint Analysis and Operations Centre, including a more direct information flow, as well as more effective and efficient work procedures and working methods. This, combined with the introduction of SAGE, is also expected to significantly increase productivity gains.

Joint Mission Analysis Centre (proposed to be renamed Joint Analysis and Operations Centre)

International staff: no net change (abolishment of 1 P-4 and 1 Field Service post, redeployment of 1 P-4 and 1 Field Service post from the Joint Operations Centre)

National staff: decrease of 1 post (abolishment of 1 national General Service staff)

United Nations Volunteers: no net change (abolishment of 1 position and redeployment of 1 position from the Joint Operations Centre)

49. The Joint Mission Analysis Centre provides the Head of Mission and the Mission Leadership Team with an incisive understanding of issues and trends, their implications and their potential development, as well as the timely assessment of cross-cutting issues and threats which may affect the implementation of the Mission's mandate. The Centre's products provide the basis for decision-making, as well as enhanced Mission and contingency planning.

50. As explained above, the workload of the Joint Mission Analysis Centre is not expected to decrease during the 2015/16 budget period. In some aspects, it is expected to increase once UNMIL resumes its military drawdown. With a decrease in force levels, greater reliance will be placed on the Centre to conduct information-gathering and threat assessments, and to provide early warning so that preventative actions can be taken. The sharing of the human resources of the Joint Mission Analysis Centre and the Joint Operations Centre would enable the Joint Mission Analysis Centre to reduce its current capacity by 1 Information Analyst (P-4), 1 United Nations Volunteer Associate Information Analyst, 1 national General Service Associate Political Affairs Officer and 1 Field Service Administrative Assistant, while 1 Deputy Chief, Joint Operations Centre, at the P-4 level, 1 Field Service Administrative Assistant and 1 United Nations Volunteer Associate Reporting Officer would be redeployed from the Joint Monitoring and Analysis Centre. The Joint Analysis and Operations Centre would be overseen by the Chief of the Joint Mission Analysis Centre. The reduction of posts is eased by the requirement of the Joint Mission Analysis Centre to further prioritize its products and services, owing to the challenges associated with recruiting staff for vacant positions during the Ebola crisis.

Strategic Planning Unit

International staff: decrease of 1 post (abolishment of 1 Field Service post)

National staff: decrease of 2 posts (abolishment of 1 National Professional Officer and 1 national General Service staff post)

51. The Strategic Planning Unit is responsible for the coordination of UNMIL transition planning. It coordinates or oversees strategic and operational planning, as well as the substantive dimensions of the budgeting process with internal, United Nations country team and other actors who, potentially, will assume responsibility for a range of functions currently being undertaken by the Mission as it advances with its drawdown.

52. The National Professional Officer is to be co-located with Liberia's National Security Adviser in the office of the President in order to fill capacity gaps and maintain an overview of security transition issues in support of the Government of Liberia, including coordination of the transfer of residual security responsibilities from UNMIL to national security agencies. Since the establishment of the Strategic Planning Unit, the role of the Office of the National Security Adviser has changed: it is now primarily a policymaking body, rather than a coordination mechanism. In addition, the coordination between UNMIL and the Government on security transition has been undertaken by a Joint Transition Working Group, for which the Ministry of Defence provides secretariat/coordination functions. Therefore, there is no longer a need for the position of National Security Adviser.

53. As part of the restructuring of UNMIL, the Office of the Special Representative of the Secretary-General has streamlined and simplified a number of its administrative processes with a view to improving efficiencies. This has enabled administrative functions to be undertaken by a reduced number of staff. Consequently, the administrative support functions for the Strategic Planning Unit no longer require the 1 Field Service and the 1 national General Service posts in the Unit.

54. As the National Security Council has taken on a policymaking role and the Joint Transition Working Group is responsible for coordinating security transition planning, the principal justification for the existence of this post is no longer applicable. The administrative support provided to the Strategic Planning Unit by the Front Office of the Special Representative of the Secretary-General is an outcome of the progressive efficiency gains that have been achieved in administrative support processes since UNMIL restructuring.

Communications and Public Information Office

International staff: decrease of 3 posts (abolishment of 3 Field Service posts)

National staff: decrease of 1 post (abolishment of 1 national General Service post)

United Nations Volunteers: decrease of 1 position (abolishment of 1 position)

55. The Communications and Public Information Office provides credible, accurate and timely public information to target audiences within and outside Liberia on progress in the consolidation of peace and stability in Liberia, and on the contribution of UNMIL and the wider United Nations system in supporting the Government in those efforts. It also provides communications and media relations

support to Mission leadership and media relations for the Mission. In addition, the Office coordinates the internal and external information activities of the Mission, including with the Government and other partners.

56. During the 2015/16 budget period, the Mission proposes to restructure the Publications Unit within the Communications and Public Information Office by merging it with the Video and Photography Units and renaming the consolidated structure the Multimedia Unit. The Unit will serve as the integrated hub within the section for all multimedia activity and outputs.

57. The workload of the Communications and Public Information Office is not expected to decrease during the 2015/16 budget period. It may even increase depending on the state of the Ebola virus disease situation, preparations for elections and further decisions by the Security Council regarding the transition of UNMIL. However, given the challenges of recruiting staff with certain profiles, some positions may be expected to remain vacant for an extended period, thereby requiring programme activities to be further prioritized. In this context, it is proposed that the following posts be abolished: 1 Radio Broadcast Technology Officer (FS-6), 1 Photographer (FS-4), 1 Administrative Assistant (FS-4), 1 United Nations Volunteer Public Information Officer for community outreach and 1 national General Service Video Producer Assistant (NGS-5).

58. The proposed abolishment of 1 Field Service post in the UNMIL Radio Unit is not expected to have an impact because the Radio Unit has adapted its operations and will outsource to independent contractors radio technician-related work not directly connected to the operation of the radio station.

59. The establishment of the Multimedia Unit is intended to better integrate the Section's digital media capacity, resulting in a more streamlined production of related products. The abolishment of 1 Video Producer Assistant (national General Service) post will not impact on the airing time and coverage of video news reports and video feature programmes, which have been further prioritized and whose number has been slightly reduced during the current budget period. The proposed abolishment of 2 FS-4 posts and 1 United Nations Volunteer position is not expected to have a negative impact on the achievements or the efficiency of the section, given that within the new Multimedia Unit additional photographic captioning and archiving support will be provided by staff members who have the capacity to take on these functions as needed. The existing administration will assume responsibility for administrative functions in support of the Outreach Unit.

Regional/Inter-mission Cooperation Support Unit

International staff: decrease of 2 posts (abolishment of 1 P-4 post and redeployment of 1 Field Service post to the Reconciliation and Peace Consolidation Section)

United Nations Volunteers: decrease of 1 position (redeployment of 1 position to Field Support Team)

60. Since the establishment of the Regional/Inter-mission Cooperation Support Unit in July 2013, UNMIL has been enabled to achieve an integrated approach to addressing border issues, and to further strengthen the substantive aspects of inter-mission cooperation with UNOCI. The Regional/Inter-mission Cooperation Support Unit, the Field Support Team and Field Offices in the border counties have also reached a level of seamless interaction. On the basis of these accomplishments

and the significantly improved security situation along Liberia's border with Côte d'Ivoire, UNMIL leadership has decided that capacity dedicated to this issue can be streamlined and that residual Regional/Inter-mission Cooperation Support Unit capacity (1 United Nations Volunteer Associate Liaison Officer) can be embedded within the Field Support Team as of 1 July 2015. The Field Support Team, which coordinates the field structure of UNMIL is intended to assure a coherent approach to implementation of the Mission's mandate and to all United Nations interventions and activities at the county level. It also supports implementation of the One Programme (including the United Nations Development Assistance Framework, which is aligned with the Government's development agenda), by harmonizing operational efficiency, optimizing resource utilization and strengthening management and accountability in support of mandate delivery at county level.

61. Increased level of efficiency and productivity is expected with the proposed abolishment. The Regional/Inter-mission Cooperation Support Unit put in place within UNMIL an integrated approach to border issues and strengthened inter-mission cooperation with UNOCI. This function will be taken forward by the Field Support Team, which will absorb the residual Regional/Inter-mission Cooperation Support Unit capacity of a United Nations Volunteer. The integration of the Unit into the Field Support Team is expected to result in increased efficiency, coordination and productivity in the area of administration, making it possible to redeploy 1 Field Service post to the Reconciliation and Peace Consolidation Section in order to fill a gap in the Section's administration capacity.

62. The administrative duties pursuant to the proposed abolishment of 1 P-4 post and redeployment of 1 Field Service post will be taken over by the Field Service Administrative Assistant in the Office of the Special Representative of the Secretary-General, ensuring a higher level of coordination with the broader office.

Field Support Team

International staff: no net change (abolishment of 1 Field Service post and redeployment of 1 P-3 post from the County Office)

National staff: decrease of 1 post (redeployment of 1 national General Service post to the County Office)

United Nations Volunteers: increase of 1 position (redeployment of 1 position from Regional/Inter-mission Cooperation Support Unit)

63. The Regional/Inter-mission Cooperation Support Unit has enabled UNMIL to achieve an integrated approach to addressing border issues, and to further strengthen the substantive aspects of inter-mission cooperation with UNOCI. The Regional/Inter-mission Cooperation Support Unit, the Field Support Team and Field Offices in the border counties have also reached a level of seamless interaction. On the basis of these accomplishments and the significantly improved security situation along Liberia's border with Côte d'Ivoire, UNMIL leadership has decided that dedicated capacity to this issue can be streamlined and that residual Regional/Inter-mission Cooperation Support Unit capacity, i.e., 1 United Nations Volunteer, Associate Liaison Officer and 1 P-3 Liaison Officer from the County Offices, can be embedded within the Field Support Team as of 1 July 2015. 1 national General Service Team Assistant will be redeployed to the County Offices to provide support where required. The Field Support Team coordinates the UNMIL field structure and is intended to assure a coherent approach to the implementation of the Mission's

mandate and to all United Nations interventions and activities at the county level. It also supports implementation of the One Programme (including the United Nations Development Assistance Framework, which is aligned with the Government's development agenda).

64. Increased efficiency, coordination and productivity are expected with the proposed redeployment and integration of the Regional/Inter-mission Cooperation Support Unit into the Field Support Team. The merger of the two units makes it possible to abolish 1 Field Service post of Administrative Assistant. The administration function will be managed by the pool of Field Service Administrative Assistants within the Office of the Special Representative of the Secretary-General.

County Offices

International staff: decrease of 2 posts (redeployment of 1 P-3 post to the Office of the Deputy Special Representative of the Secretary-General/Peace Consolidation and Support and 1 P-3 post to the Field Support Team)

National staff: net increase of 1 post (abolishment of 6 national General Service posts; establishment of 2 national General Service posts; redeployment of 1 national General Service post from the Field Support Team; redeployment of 3 National Professional Officers from the Access to Justice and Security Section, and 1 National Professional Officer from the Legal and Policy Reform Section)

United Nations Volunteers: decrease of 6 positions (abolishment of 5 positions and redeployment of 1 position to the Legal and Policy Reform Section)

65. The work of the UNMIL County Offices in the 2015/16 budget period aligns with the focus of the Mission and will concentrate on supporting: the acceleration of security sector reform and transition; and the extension of national justice and security sector services to the county level, including through the extension of mentoring, advocacy and good offices. Pursuant to its work, the Offices will increase the integration of operations, particularly in order to effectively address the nexus between justice and security and between governance and the rule of law.

66. The enhanced emphasis placed on integrated operations within the County Offices provides an opportunity for consolidating administrative functions within each Office under a single post. In support of this consolidation, 2 national General Service Human Rights Monitor posts will be abolished and 2 national General Services Team Assistant posts will be established to provide capacity where there is currently none. To further streamline the field offices and remove excess capacity, 1 P-3 Liaison Officer post will be redeployed to the Field Support Team, with the Officer serving as focal point for regional and inter-mission cooperation, and 1 national General Service Public Information Assistant post, 1 United Nations Volunteer Public Information Officer post and 3 national General Service Human Rights Monitor posts will be abolished.

67. The realignment of core responsibilities in the Peace Consolidation and Support pillar to enable a focus on institutional reforms and national reconciliation and support of those efforts through good offices and political support, and provision of support to cross-border stabilization programmes and initiatives along the Liberian-Ivorian border region, permits the streamlining of this capacity in the County Offices through abolishment of 4 United Nations Volunteer Civil Affairs Officer posts and redeployment of 1 Head of Field Office post at the P-3 level to the

Office of the Deputy Special Representative of the Secretary-General to ensure liaison functions with the field-based institutions of United Nations agencies, non-governmental organizations and government entities, and provide timely response and follow-up on decisions of the Deputy Special Representative in his responsibilities with respect to furthering the good offices of the Mission.

68. In support of the new rule of law mandate of UNMIL, as it relates to the extension of national justice and security sector services throughout the country through capacity-building and training, 1 United Nations Volunteer position will be redeployed from a County Office to the Legal and Policy Reform Section in UNMIL headquarters to enable support of the judiciary and improve technical linkages with the field, and 4 National Professional Officer posts (3 Judicial Affairs Officer posts and 1 Rule of Law Officer post) will be redeployed from headquarters to County Offices to enable mentoring of county attorneys and public defenders in pilot cases, such as those involving sexual and gender-based violence and complex criminal cases, and in key aspects of the criminal justice process.

69. The proposed abolishment of posts, redeployments and reassignments within the Field Support Team in the Office of the Special Representative of the Secretary-General and among county field offices is in line with the new mandate of UNMIL, and also signifies the recognition and rewarding of the increasing capability of national staff. This will also enable Field Offices to develop more integrated approaches to cross-cutting in areas of mandated activity, such as protection of civilians and justice and security, including with the United Nations country team and the United Nations Mission for Ebola Emergency Response; and facilitate increased cooperation, including resource-sharing, within each County Office.

Component 1: Security

70. UNMIL will continue to work closely with the Government of Liberia to consolidate peace and stability, and to protect civilians, both during the aftermath of the Ebola virus disease epidemic and in the post-Ebola environment. The military drawdown of UNMIL has been suspended by the Security Council until such time as Ebola no longer poses a threat to peace and stability in Liberia. The UNMIL military component and Formed Police Units will continue to maintain a visible and mobile presence, and a vigilant posture to ensure a quick response to incidents that cannot be managed by national security agencies independently, as part of its protection-of-civilians mandate. In this regard, UNMIL Formed Police Units will remain as second-tier responders, while the military component will serve as a third tier of response. The UNMIL police component will continue to support the development of the capacity of the Liberia National Police as effective first responders and in the areas of public safety and protection of civilians.

71. UNMIL will intensify its provision of support to the building of the security sector, especially, in this regard, to the Liberia National Police and the Bureau of Immigration and Naturalization, which will be crucial for a successful and accelerated security transition that results in the full assumption of security responsibilities from UNMIL by the Government of Liberia by 30 June 2016. This will include re-establishing the momentum lost through the taking of measures to prevent the further transmission of Ebola and the utilization of law enforcement training facilities as part of Ebola response efforts for a significant duration within the 2014/15 financial period, which negatively impacted recruitment and training for the Liberia National Police and the Bureau of Immigration and Naturalization,

and therefore the number of officers graduating from basic training. Key components of this support will entail working with the Liberia National Police and the Bureau of Immigration and Naturalization to strengthen the deployment of national law enforcement personnel outside the capital and supporting those institutions in conducting recruitment and implementing training. This will also include strategies for the increased recruitment, retention and promotion of women.

72. The Ebola virus disease epidemic in Liberia has reinforced the need to enhance mechanisms for national inter-agency cooperation in the security sector, particularly for operational planning and information-sharing. Accordingly, UNMIL will increase efforts to develop integrated operational planning and response capacity within the Liberia National Police, the Bureau of Immigration and Naturalization and the Drug Enforcement Agency. These efforts will also be targeted to the Transnational Crime Unit, which UNMIL will continue to support, in collaboration with the United Nations Office on Drugs and Crime (UNODC), the International Criminal Police Organization (INTERPOL) and UNOWA/Department of Political Affairs of the United Nations Secretariat through the West African Coast Initiative.

73. Furthermore, there will be an intensified focus on early warning and the prevention of threats to public security at the community level, with increased support for the development of community policing capacities and to national efforts to establish county and district security council mechanisms, created by the 2011 National Security Reform and Intelligence Act. Additionally, UNMIL will work closely with the Liberian National Commission on Small Arms and the Liberia National Police to develop capacity in the regulation and monitoring of small arms, light weapons and related material in Liberia.

74. During the budget period, Presidential elections are to be held in Guinea and Côte d'Ivoire. As a result, cross-border cooperation will be further prioritized by the Mission. As soon as the Ebola virus disease situation permits, UNMIL will resume its role in reinforcing joint security cooperation among national authorities along Liberia's borders with Côte d'Ivoire, Guinea and Sierra Leone. UNMIL will also work with UNOWA and UNOCI in support of ongoing efforts to facilitate cross-border peace and reconciliation initiatives by the Mano River Union, including cross-border confidence-building and information-sharing initiatives along the borders with Guinea and Sierra Leone. Additionally, UNMIL military will continue to monitor and patrol the border areas through air and ground patrols.

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No major politically motivated incidents of armed violence (2013/14: 0; 2014/15: 0; 2015/16: 0)
	1.1.2 Number of counties with a functioning county security council (2013/14: 3; 2014/15: 5; 2015/16: 10)
	1.1.3 Decrease in the number incidents of public disorder that are beyond the capacity of Government institutions to address without UNMIL support (2013/14: 7; 2014/15: 3; 2015/16: 1)
	1.1.4 Transition of full security responsibilities from UNMIL to national security agencies

Outputs

- 8,052 military observer patrol days (11 teams with 2 patrols per day for 366 days), including air and ground patrols, to gather information, liaise with local communities, observe general conditions within communities and gather information on specific incidents
- 2,150 air patrol hours, including aerial border patrols, air-inserted foot patrols, air reconnaissance, maritime air patrols, special flights and aircrew training (1,200 Mi-8, 750 Mi-24 and 200 B-1900)
- 27,450 battalion patrol days (3 battalions with 25 patrols per day for 366 days), including foot and mobile (road and air) patrols, as well as escort operations and VIP protection
- 1,098 quick-reaction force patrol days (3 patrols per day for 366 days), including foot and mobile (road and air) patrols, as well as escort operations
- 2,928 Formed Police Unit patrol days (8 units with 1 patrol per day for 366 days), including joint foot and mobile patrols
- 2 threat assessments covering strategic, security and operational issues related to the UNMIL transition, conducted in collaboration with the Liberia National Police
- 8,784 UNPOL joint activities (24 team sites with 1 joint activity per day for 366 days) with the Liberia National Police and Bureau of Immigration and Naturalization, including daily contact/liaison/patrols with local authorities and communities in 15 counties
- 12 training sessions conducted for Liberia National Police Officers on human rights observance, first-responder roles and responsibilities and protection of civilians
- 12 presentations developed for 15 county security councils on issues including coordination and integration among justice and security actors, early warning systems and protection of civilians, in coordination with the National Security Council secretariat
- 6 working sessions with the Ministry of Justice and its agencies on the implementation of the Government's national transition plan for the complete assumption of security responsibilities
- 4 weapons inspections by Liberia's security agencies, conducted jointly with the Liberia National Police Small Arms Unit
- Multimedia campaigns and programmes that provide reliable, credible and timely information on peace, security and protection of the civilian population through UNMIL Radio broadcasts: five 45-minute daily coffee-break current affairs programmes; 7 one-hour discussion programmes (*Crime Watch*, *Dateline Liberia*, *Nationwide*, *Dis Government Ting*, *Creek Town*, *Palava Hut* and *Front Page*) (364); nine 30-minute weekly programmes on topics related to transition (468); 2 one-hour weekly programmes on gender (*Women's World* and *Girl Power*) (104); 5 x daily factual and entertainment programmes (676); 2 weekly entertainment programmes (*Liberia Tonite*) (104); 1 weekly music programme (52); 15 x ten-minute daily radio news programmes/bulletins in English, Liberian English, French and three local languages (3,750); and one 15-minute weekly French programme (52)
- 9 three-minute video news reports, 12 three-minute video feature programmes, 4 compilation programmes distributed on DVD once every 4 months to 150 video clubs, production of 6 issues of periodic "UNMIL Today" electronic newsletters focusing on priority mandated tasks (e.g., security transition and political and institutional reforms), 132 photo assignments, 250 photos per day, 4 photo exhibitions, 12 press conferences and 21 press releases. All photo, video, radio and publications products are posted on the UNMIL web site and digital social media platforms

- 7 nationwide advocacy multimedia 5-day campaigns on: police recruitment, with special emphasis on recruitment of women and community policing and safe driving; prevention of sexual and gender-based violence, including child rape; prevention of sexual exploitation and abuse; 16 days of activism and human rights; constitutional and institutional reforms, including decentralization, and national reconciliation; Presidential election; and humanitarian issues, including Ebola virus disease prevention and response, through 48 performances by 11 traditional communicators in Monrovia and in the 15 counties, with promotional materials, including: 15,000 T-shirts; 60,000 flyers; 15,000 stickers; 37,000 wristbands; 55,000 posters; 105 large-sized flex banners; 158 trophies; 200 transistor radio sets; and 200 solar chargers

- 8 video public service announcements or promotional videos for television broadcast and distributed to 150 video clubs, and 30 public service announcements for broadcast on UNMIL Radio and on 30 community radio stations. All campaign products are posted on the UNMIL website and digital media platforms

Expected accomplishments	*Indicators of achievement*
1.2 Progress towards effective control of the border of Liberia and strengthened capacity of the Bureau of Immigration and Naturalization	1.2.1 Increase in the number of Bureau of Immigration and Naturalization officers deployed to 45 official border-crossing points (2013/14: 1,196; 2014/15: 1,200; 2015/16: 1,300)
	1.2.2 Increase in cross-border activities in support of border stabilization, including meetings between national security agencies, civilian authorities and traditional leaders (2013/14: 8; 2014/15: 4; 2015/16: 20)
	1.2.3 Increase in the number of border patrols conducted by trained and equipped Bureau of Immigration and Naturalization officers at the Liberian border with Côte d'Ivoire, Guinea and Sierra Leone (2013/14: 80; 2014/15: 100; 2015/16: 250)

Outputs

- 360 joint border patrols (Force: 20 patrols per month for 12 months; United Nations Police in Liberia (UNPOL): 10 patrols per month for 12 months) at the Liberian borders with Côte d'Ivoire, Guinea and Sierra Leone, to monitor the border security situation, including the illicit trafficking of drugs, weapons and persons, cross-border movement of armed elements and flow of refugees

- 1 border threat assessment related to Guinean cross-border activities linked to the Presidential election in Guinea, scheduled to be held in 2015

- 3 threat assessments to map armed elements in the border area with Côte d'Ivoire, in collaboration with UNOCI

- 8 assessments (1 in each of the 8 border counties) on the progress of border stabilization and opportunities for additional initiatives to inform programme activities of the United Nations system in Liberia and international partners, in support of the Government of Liberia

- 20 cross-border confidence-building and information-sharing initiatives conducted in collaboration with local government authorities and border communities, and their Ivorian (8), Guinean (6) and Sierra Leonean (6) counterparts

- 2 quadripartite meetings to facilitate cross-border collaboration with Côte d'Ivoire, convened in collaboration with the Ministry of Internal Affairs
- 90 mentoring sessions convened for Bureau of Immigration and Naturalization officers on organizing and effectively facilitating cross-border meetings with other security agencies, civilian authorities, traditional leaders and their Ivorian, Guinean and Sierra Leonean counterparts at the 45 official border crossing points and 5 regional command centres
- 4 training sessions for the Bureau of Immigration and Naturalization Border Patrol Unit on foot and mobile patrolling, use of non-lethal force and operational readiness/quick response, conducted in collaboration with the Bureau of Immigration and Naturalization
- 10 in-service training sessions and workshops (5 in Monrovia and 5 outside Monrovia) for 200 officers of the Bureau of Immigration and Naturalization on border management and control, document identification and inspection, gender perspectives, migration management, conduct and discipline and immigration laws, conducted in collaboration with the Bureau of Immigration and Naturalization
- 1 manpower deployment plan for the Bureau of Immigration and Naturalization, developed in collaboration with the Bureau

Expected accomplishments	*Indicators of achievement*
1.3 Improved capacity and performance of Liberian law enforcement agencies in controlling crime and maintaining law and order nationwide	1.3.1 Establishment of in-service training programmes in leadership, investigations and internal management systems for the Liberia National Police (2013/14: 0; 2014/15: 0; 2015/16: 3)
	1.3.2 Liberia National Police manpower deployment plan which promotes gender balance and equal opportunities (2013/14: 0; 2014/15: 0; 2015/16: 1)
	1.3.3 Establishment of Liberia National Police regional command centres with emergency telephone number call response capacity (2013/14: 0; 2014/15: 0; 2015/16: 5)
	1.3.4 National community policing strategy for the Liberia National Police (2013/14: 0; 2014/15: 0; 2015/16: 1)

Outputs

- 5 in-service training sessions in support of the decentralization of the Liberia National Police Small Arms Control Unit, conducted in collaboration with the Liberia National Police
- 12 working and mentoring sessions conducted for the National Police Training Academy on the implementation of the National Police Training Academy training needs assessment
- 48 in-service training sessions, conducted in collaboration with the Liberia National Police, for Liberia National Police officers deployed in zones, stations and depots in Monrovia and the five regions on: office management; command and control; traffic management; public safety and security; operational planning and execution; basic tactical interventions and arrest techniques; interviews and interrogations; community-based policing; and gender mainstreaming

- 5 training sessions in communication operations in support of the establishment of Liberia National Police regional operational centres, conducted in collaboration with the Liberia National Police
- 6 mentoring sessions conducted for the Liberia National Police on the development of a national community policing strategy, developed in collaboration with the Liberia National Police
- 1 Liberia National Police recruitment campaign targeting women at the regional and county levels who meet the basic recruitment age and academic qualifications requirements, developed in collaboration with the Liberia National Police
- 1 manpower deployment plan for the Liberia National Police, developed in collaboration with the Liberia National Police
- 8 capacity-building sessions with national law enforcement agencies (the Liberia National Police, the Bureau of Immigration and Naturalization, the Drug Enforcement Agency and the Transnational Crimes Unit) convened on integrated operational planning and response
- 6 capacity-building sessions with the Liberia National Police Crime Services and Criminal Intelligence Departments, the Drug Enforcement Agency and the Transnational Crimes Unit, convened on the development of a crime statistics collection programme and on crime mapping and analysis

External factors

Effective implementation of the national transition plan, including adequate national security oversight and capacity to effectively protect civilians in areas without an UNMIL military presence; relative stability along the Liberian border with the Mano River Union countries, including an improved security situation in the border area with Côte d'Ivoire and political stability in Guinea and Sierra Leone, including during electoral periods in both Guinea and Côte d'Ivoire; political will to develop and implement bilateral, quadripartite and regional security and stabilization strategies, and to reform the security sector, including through the passage of requisite legislation and regulations; adequate budgetary allocations for the Liberia National Police, the National Police Training Academy, the Bureau of Immigration and Naturalization, the Drug Enforcement Agency and the Transnational Crime Unit; and continued donor support for each of these institutions

Table 2
Human resources: component 1, security

Category	*Total*
I. Military observers	
Approved 2014/15	**133**
Proposed 2015/16	**133**
Net change	**–**
II. Military contingents	
Approved 2014/15	**4 765**
Proposed 2015/16	**4 678**
Net change	**(87)**

Category	*Total*
III. United Nations police	
Approved 2014/15	**498**
Proposed 2015/16	**498**
Net change	–
IV. Formed police units	
Approved 2014/15	**1 265**
Proposed 2015/16	**1 265**
Net change	–
V. Government-provided personnel	
Approved 2014/15	**32**
Proposed 2015/16	**32**
Net change	–

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2014/15	–	2	–	–	2	4	–	–	**4**
Proposed posts 2015/16	–	2	–	–	2	4	–	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Office of the United Nations Police Commissioner									
Approved posts 2014/15	–	2	10	3	2	17	2	–	**19**
Proposed posts 2015/16	–	2	10	3	1	16	4	–	**20**
Net change	–	–	–	–	**(1)**	**(1)**	**2**	–	**1**
Subtotal, civilian staff									
Approved posts 2014/15	–	4	10	3	4	21	2	–	**23**
Proposed posts 2015/16	–	4	10	3	3	20	4	–	**24**
Net change	–	–	–	–	**(1)**	**(1)**	**2**	–	**1**
Total (I-VI)									
Approved 2014/15	–	–	–	–	–	–	–	–	**6 716**
Proposed 2015/16	–	–	–	–	–	–	–	–	**6 630**
Net change	–	–	–	–	–	–	–	–	**(86)**

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 1 post (abolished)

National staff: net increase of 2 posts (redeployed)

75. No staffing change to the Office of the Force Commander.

United Nations Police Commissioner

International staff: decrease of 1 post (abolishment of 1 Field Service)

National staff: increase of 2 posts (redeployment of 1 national General Service post from the Legal and Policy Reform Section and of 1 national General Service post from the Training and Mentoring Unit)

76. During 2014, the Police Component strengthened its Public Information Unit, currently comprising 3 individual police officers. It also continued to strengthen its collaborative approach with the Mission's Communications and Public Information Office. In addition, efforts have been made to strengthen the component's approach to community policing. With these improvements, there is no longer a need to maintain the 1 Field Service Administrative Assistant serving as the Relations and Liaison Assistant within the Office of the Police Commissioner. At the same time, the Chief of Staff in the Police Component, who has responsibility for the administration of all Individual Police Officers (over 400) in UNMIL, from recruitment and on-boarding on through to repatriation, has no Administrative Assistant. Similarly, the office of the Head of Operations Leeward, which has supervisory responsibility for all 160 Individual Police Officers deployed outside Monrovia and for ensuring the effective implementation of United Nations police activities at the county level, has no administrative support. It is therefore proposed to redeploy 2 national General Service posts (1 from the Legal and Policy Reform Section, where the requirement for administrative support will be reduced owing to the co-location of its staff (from the Legal and Policy Reform Section to the office of the United Nations Police Commissioner), and 1 from the Training and Mentoring Unit, to be abolished).

Component 2: rule of law

77. The Mission's rule of law component will provide targeted support to the reform and oversight of the national justice and security sectors, including responses both to the weaknesses and challenges revealed or exacerbated through the Ebola virus disease crisis and to opportunities. The Mission will emphasize the need for the greater engagement of local actors in the justice and security sectors, and build on the returns from dedicated and sustained training and mentoring efforts in both policing and corrections. It will also continue to work in an integrated manner with the United Nations country team and other partners in priority areas such as: supporting the reform of the national legislative and policy framework; increasing accountability in the justice and security sectors; further developing the capacity of justice and security institutions, including leadership and management systems; enhancing the service delivery of the justice and security sectors throughout the country; and enhancing the promotion and protection of human rights.

78. In accordance with Security Council resolution 2190 (2014), UNMIL will provide good offices and political support to the Government of Liberia in its efforts towards making progress in implementing constitutional and institutional reforms,

especially in the rule of law and security sectors. In that regard, UNMIL will support the development and implementation of key pieces of legislative and policy reform, including the revised national security strategy; security sector legislation, the draft police act and strategies and plans specifically directed towards the Bureau of Correction and Rehabilitation; and legal, regulatory and policy reform initiatives across the justice and security sectors identified as priorities by the 2013 Management and Accountability Review of the Police, Judiciary and Prosecution, which was conducted as part of the Justice and Security Joint Programme. Emphasis will be given to increasing oversight, accountability and professionalism within the justice and security sectors, including human rights accountability.

79. UNMIL will support the efforts of the Government of Liberia to reform the legislative and regulatory framework for military justice. UNMIL will further its activities to increase access to the justice and security services throughout the country by intensifying efforts to implement and support the operations of county security councils and the integrated programmes of regional justice and security hubs. The Mission will also pursue comprehensive efforts to improve the functioning of the criminal justice system through the piloting of a targeted mentoring and training approach for Liberian prosecutors on case management strategies and legal professionalism. Specific mentoring initiatives will focus on cases of sexual and gender-based violence, complex and high-profile cases, and long-standing pretrial detention cases. The Mission will also continue its efforts to work with the Ministry of Justice and the judiciary to reduce the overall rate of pretrial detention.

80. As mandated by the Security Council in its resolution 2190 (2014), UNMIL will continue its efforts to improve training programmes and enhance mentoring activities so as to strengthen the capacity of justice and security institutions. This will include developing the capacity of national justice and security training institutions, facilitating linkages with national and international management training institutions, targeted mentoring for those in leadership roles and providing support for the conduct of in-service training. Training, mentoring and technical support to the Liberia National Police will continue to address the gaps identified in the 2013 baseline assessment. Improving the management of corrections facilities will remain a priority for UNMIL as it continues to support capacity development within the Bureau of Corrections and Rehabilitation. Additionally, UNMIL will support the Government of Liberia in coordinating its efforts to reform the security and rule of law sectors with all partners, including bilateral and multilateral partners, pursuant to Security Council resolution 2190 (2014). The work of UNMIL with the Bureau of Corrections and Rehabilitation will become even more critical as the international Formed Police Units are withdrawn from Monrovia Central Prison and the National Palace of Corrections in Grand Gedeh. Training in enhanced security non-lethal use of force, development and implementation of use-of-force policies and incident management structures both internally and in concert with the Liberia National Police will require intensive, sustained and expert support from the Mission.

81. As part of its efforts to implement Security Council resolution 1325 (2000), UNMIL will support the Government of Liberia in integrating gender issues in the policy development and training of the security sector. The Mission will also support government efforts to combat sexual and gender-based violence, as well as impunity for such crimes, through such measures as strengthening the capacity of the national police in this area and awareness-raising on existing legislation

concerning sexual violence and on human rights standards. In accordance with Security Council resolution 2190 (2014), UNMIL will continue its efforts to strengthen the capacity of the Independent National Commission on Human Rights and support further progress in the implementation of the National Human Rights Action Plan, including the Convention on the Rights of Persons with Disabilities, and fulfilling the State's human rights obligations under treaty bodies, special procedures and the universal periodic review mechanism. The Mission will also undertake initiatives in support of civil society organizations and traditional leaders in order to promote the protection of human rights.

Expected accomplishments	*Indicators of achievement*
2.1 Progress in reforming and implementing the national legislative and policy framework	2.1.1 Regulations implementing legislation governing the justice and security sector approved by the appropriate authority (2013/14: 0; 2014/15: 4; 2015/16: 5)
	2.1.2 Implementation of the revised National Security Strategy, in accordance with its implementation plan (2013/14: 2; 2014/15: 5; 2015/16: 6)
	2.1.3 The Liberian National Commission on Small Arms database established, in accordance with the 2006 Economic Community of West African States (ECOWAS) Convention on Small Arms and Light Weapons, Their Ammunition and Other Related Material
	2.1.4 Increase in the rate of implementation of recommendations arising from the Management and Accountability Review of the Police, Prosecution and Judiciary (2013/14: 20 per cent; 2014/15: 25 per cent; 2015/16: 50 per cent)

Outputs

- 6 capacity-building sessions with the Ministry of Justice, convened on the implementation of the police act and other justice and security-related legislation
- 6 capacity-building sessions with the Liberia National Commission on Small Arms, convened on the implementation of the Firearms and Ammunition Control Act
- 1 standard operating procedure for arms inspection and management by the Liberia National Police Small Arms Unit, developed in collaboration with the Liberia National Police
- 6 capacity-building sessions with the Ministry of Justice, the judiciary and other justice sector actors, convened on the implementation of the recommendations of the 2013 Management and Accountability Review of the Police, Judiciary and Prosecution
- 3 advisory papers for the Judiciary and the Ministry of Justice, developed on the implementation of resolutions of the 2013 Criminal Justice Conference with respect to the review of court rules, national criminal justice policy, and the national legal aid policy

- 4 advisory papers on reviews of draft legislation for the justice and security sectors submitted to the Judiciary and Defence Committees of the legislature
- 4 capacity-building sessions with the Liberian Civil Society Security Sector Reform Working Group, convened on legislative reform and oversight issues
- 2 workshops for security sector institutions, including the Liberia National Police, the Armed Forces of Liberia and the Bureau of Immigration and Naturalization, conducted to enable the development of a mechanism designed to implement the revised National Security Strategy
- 1 United Nations-wide plan to support the implementation of the Government's revised transition plan to assume security responsibilities by 30 June 2016, developed in consultation with national security sector partners, UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

Expected accomplishments	*Indicators of achievement*
2.2 Increased accountability in the justice and security sectors	2.2.1 Establishment of a civilian oversight mechanism for the Liberia National Police (2013/14: 0; 2014/15: 0; 2015/16: 1)
	2.2.2 Liberia National Police Professional Standards Division offices established in all five regional headquarters (2013/14: 0; 2014/15: 5; 2015/16: 5)
	2.2.3 Increase in the number of Judicial Institute and National Police Training Academy instructors trained on case management strategies, legal professionalism and Liberian law (2013/14: N/A; 2014/15: N/A; 2015/16: 20)
	2.2.4 The Ministry of Defence and the Ministry of Justice establish a military justice legal framework (2013/14: not applicable; 2014/15: N/A; 2015/16: 1)

Outputs

- 6 capacity-building sessions with the Ministry of Justice, conducted on operationalizing the civilian oversight mechanism for the Liberia National Police
- 3 capacity-building seminars for the Judiciary and Security and Defence Committees of the legislature, conducted on effective oversight of the justice and security sector
- 6 capacity-building sessions with the Ministry of Justice, convened to enhance accountability mechanisms within the Prosecutions Department
- 1 public complaints reporting mechanism for misconduct on the part of the Liberia National Police, developed in collaboration with the Liberia National Police and the Public Services Offices of the justice and security hubs
- 5 training sessions (one in each of the 5 regions) on disciplinary regulations, for members of the decentralized Liberia National Police Professional Standards Division, conducted in collaboration with the Liberia National Police

- 1 review report of the Armed Forces of Liberia legislative and policy framework for military justice developed for the Armed Forces of Liberia and the Ministry of Defence
- 4 capacity-building sessions with the Ministry of Defence and the Ministry of Justice, conducted on the development of a memorandum of understanding for military justice proceedings
- 1 training module and 2 training sessions on case management, legal professionalism and Liberian law, developed for use by instructors at the Judicial Institute and National Police Training Academy
- 1 advisory paper and 6 capacity-building sessions and 2 training sessions for the Liberia National Police and the Bureau of Immigration and Naturalization, conducted on the development and implementation of promotion policies that provide for fair, transparent, merit-based and non-political promotion processes for all ranks, including strategies for the recruitment, retention and promotion of women
- 4 capacity-building sessions with the Liberia National Police, conducted on the development of a regulatory framework for community watch forums establishing roles and functions
- 2 analytical reports on the functioning of justice and security sector civilian and parliamentary oversight mechanisms, developed for the Ministry of Justice, the Governance Commission, the legislature, and the Independent National Commission on Human Rights
- 4 joint capacity-building sessions with the Liberia Anti-corruption Commission and justice and security sector institutions, conducted on anti-corruption mechanisms

Expected accomplishments	*Indicators of achievement*
2.3 Enhanced capacity of Liberian justice and security institutions	2.3.1 Establishment of Liberia National Police training centres in 3 regional headquarters (2013/14: 1; 2014/15: 3; 2015/16: 3)
	2.3.2 Increase in the number of counties in which standardized record-keeping systems have been implemented by the judiciary (2013/14: 4; 2014/15: 5; 2015/16: 15)
	2.3.3 Increase in the number of prosecutors and public defenders mentored on case management strategies and legal professionalism (2013/14: not applicable; 2014/15: not applicable; 2015/16: 20)
	2.3.4 Increase in the number of Bureau of Corrections and Rehabilitation Officers trained in advanced security and the use of non-lethal force (2013/14: 0; 2014/15: 0; 2015/16: 50)

Outputs

- 2 training lesson modules developed on the Police Act and Firearms and Ammunition Control Act for use by the National Police Training Academy for the training of recruits
- 10 review sessions for the Ministry of Justice and the Office of the Court Administrator of the Judiciary, convened on the roll-out and monitoring and evaluation of the implementation of manual record-keeping systems

- 2 capacity-building sessions conducted for prosecutors (county attorneys and city solicitors) of the Ministry of Justice on the standardized record-keeping system for the prosecution in Bong, Lofa, Montserrado, and Nimba counties
- 1 database for the skills profiling of staff in the Ministry of Justice, developed in collaboration with the Ministry of Justice
- 4 monitoring and evaluation reports on progress in addressing identified critical gaps in the Liberia National Police, developed in collaboration with the Liberia National Police
- 4 training-of-trainers sessions on curriculum development and instructor development, conducted for Liberia National Police and Bureau of Immigration and Naturalization instructors
- 6 capacity-building sessions (5 in the regions and 1 in Monrovia) for Liberia National Police and Bureau of Immigration and Naturalization officers, conducted on the functional areas of human resources, fleet and facilities management, procurement, planning and public administration
- 6 training sessions (5 in the regions and 1 in Monrovia) on leadership and management development, conducted for regional, county, depot and zone commanders of the Liberia National Police and the Bureau of Immigration and Naturalization
- 12 mentoring sessions on the application of acquired leadership and management skills, conducted for Liberia National Police and Bureau of Immigration and Naturalization graduates of the Ghana Institute of Management and Public Administration
- 1 training manual and lesson plan for a senior management training programme on overall prison management, developed for corrections managers
- 10 standardized modules developed for in-service training of the officers of the Bureau of Corrections and Rehabilitation
- 2 courses conducted for officers of the Bureau of Corrections and Rehabilitation on advanced security (non-lethal use of force)
- Policy developed on use of force for the Bureau of Corrections and Rehabilitation
- 2 prison incident management structures (one operational and one strategic) developed and implemented
- 2 workshops for senior management of the Bureau of Corrections and Rehabilitation, conducted on monitoring and evaluation of the implementation of the Bureau's strategic plan 2014-2018
- Audit of 15 corrections facilities in 14 counties against the checklist developed on readiness for UNMIL withdrawal, conducted in collaboration with the Bureau of Corrections and Rehabilitation

Expected accomplishments	*Indicators of achievement*
2.4 Enhanced delivery of the justice and security services	2.4.1 Justice and security services delivered to an increased number of counties through 5 regional justice and security hubs (2013/14: 5 counties; 2014/15: 6 counties; 2015/16: 15 counties)
	2.4.2 Increase in the percentage of cases of sexual and gender-based violence prosecuted by the Sexual and Gender-Based Violent Crimes Unit (2013/14: not applicable; 2014/15: not applicable; 2015/16: 30)

	2.4.3 Decrease in pretrial detention (2013/14: 75 per cent; 2014/15: 70 per cent; 2015/16: 60 per cent)

Outputs

- 12 capacity-building sessions with the Justice and Security Joint Programme secretariat, conducted on the roll-out of five justice and security hubs
- 6 county-level consultations and 1 report assessing the impact of justice and security hubs and county security councils in de-concentrating justice and security services to county level, conducted for the Ministry of Justice, the judiciary and the National Security Council secretariat
- 6 in-service and specialized joint training workshops (5 in the regions and 1 in Monrovia), conducted for the Liberia National Police Criminal Services Department and Women and Child Protection Section officers
- 1 strategy for statistics information sharing between the Liberia National Police and the Ministry of Justice Sexual and Gender-based Violent Crimes Unit, developed in collaboration with the Liberia National Police and the Office of the Solicitor General
- 72 mentoring sessions convened for prosecutors on case management strategies and legal professionalism
- 12 training and mentoring sessions on case management and prosecution conducted for officers of the Sexual and Gender-based Violent Crimes Unit
- 12 mentoring sessions conducted for the Prosecution Department of the Ministry of Justice and the Public Defenders' Office of the judiciary on case progression and the management of cases involving prolonged pretrial detention as well as for the Liberia National Police Crime Services Division on investigation and the collection of and chain of custody of evidence
- 6 capacity-building sessions convened with the Ministry of Justice and the Office of the Court Administrator on reducing the pretrial detention rate, including through file review, case management and determination of the applicability of bail provisions
- 15 training sessions (1 in each of 15 counties) convened on the harmonization of data, reporting and trend analysis for the sexual and gender-based violence task forces
- 1 comprehensive strategy on the prevention of sexual and gender-based violence, developed in collaboration with the Ministry of Gender, Children and Social Protection, non-governmental organizations and the United Nations country team

Expected accomplishments	*Indicators of achievement*
2.5 Progress towards the protection of human rights through increased compliance with human rights instruments, norms and standards	2.5.1 Increased implementation of the National Human Rights Action Plan, including the national strategy for the implementation of the Convention on the Rights of Persons with Disabilities (2013/14: 6; 2014/15: 8; 2015/16: 10)
	2.5.2 Increased fulfilment of Liberia's international human rights obligations, including the universal periodic review, treaty bodies and special procedures (2013/14: 6; 2014/15: 8; 2015/16: 10)

2.5.3 Increase in the number of monitoring visits and advocacy initiatives by the Independent National Commission on Human Rights at the national and county levels (2013/14: 50; 2014/15: 65; 2015/16: 85)

2.5.4 Increase in the number of human rights reports and advocacy initiatives by national civil society organizations (2013/14: not applicable; 2014/15: 15; 2015/16: 20)

Outputs

- 15 working and mentoring sessions with State and civil society entities, including the Ministry of Justice and the Ministry of Foreign Affairs, convened on strengthening the implementation of the National Human Rights Action Plan and the promotion and implementation of recommendations emanating from the universal periodic review of 2015
- 2 training sessions for Government focal points, the Independent National Commission on Human Rights and civil society organizations, convened on treaty reporting
- 2 training sessions convened for the Independent National Commission on Human Rights on human rights monitoring, reporting and advocacy
- 12 capacity-building sessions convened for the Independent National Commission on Human Rights on supporting its mandate, including the Palava Hut Programme
- 5 round-table sessions conducted with national and local traditional leaders on the universality of human rights within the context of traditional practices and in the administration of traditional justice
- 8 capacity-building sessions conducted with security and rule of law institutions (police, corrections, prosecution, judiciary and military) on strengthening the integration and implementation of human rights standards in their policies and operations, including with respect to efforts to combat sexual and gender-based violence and impunity for such crimes
- 6 mentoring and working sessions with the Human Rights and Disability Task Force, the National Union of Organizations of the Disabled and the National Commission on Disabilities, convened on advocacy for and monitoring of the rights of persons with disabilities
- 6 capacity-building sessions with the Ministry of Finance and Development Planning, the Ministry of Justice and other stakeholders, including the Independent National Commission on Human Rights, convened on the implementation, monitoring and evaluation of the Agenda for Transformation with a human rights-based approach
- 15 working and mentoring sessions convened with civil society organizations on human rights monitoring, reporting, advocacy and networking, as well as gender-specific human rights issues
- 6 mentoring sessions with State and civil society actors, including the Independent National Commission on Human Rights, the National Bureau of Concessions, the Chamber of Commerce and the Ministry of Justice, conducted on integrating business and human rights standards into the operations of concession areas, as well as State and private enterprises

External factors

Political will of the executive, legislature and judiciary for reform across the justice and security sectors, including the prioritization of institutional reform measures, the adoption of legislation and regulations to establish an appropriate regulatory framework, effective coordination among government institutions, effective and constructive engagement with civil society and other national stakeholders, and adequate budgetary allocations for justice and security sector institutions, including efforts to secure increased donor support for the sectors; the Independent National Commission on Human Rights is allocated sufficient resources to implement its mandate throughout Liberia; the Commission maintains its independence, and the Commission and other national authorities build effective working relationships to ensure that the Commission's recommendations are implemented; the Government and civil society continue to participate fully in the Steering Committee on the National Human Rights Action Plan.

Table 3
Human resources: component 2, rule of law

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)									
Approved 2014/15	1	1	3	–	2	**7**	1	1	**9**
Proposed 2015/16	1	1	2	–	2	**6**	1	–	**7**
Net change	–	–	**(1)**	–	–	**(1)**	–	**(1)**	**(2)**
Correction and Prison Advisory Service									
Approved 2014/15	–	–	3	–	1	**4**	2	4	**10**
Proposed 2015/16	–	–	2	1	1	**4**	4	3	**11**
Net change	–	–	**(1)**	**1**	–	–	**2**	**(1)**	**1**
Access to Justice and Security Unit									
Approved 2014/15	–	–	3	2	1	**6**	9	–	**15**
Proposed 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	–	**(3)**	**(2)**	**(1)**	**(6)**	**(9)**	–	**(15)**
Training and Mentoring Unit									
Approved 2014/15	–	–	1	1	–	**2**	5	–	**7**
Proposed 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	–	**(1)**	**(1)**	–	**(2)**	**(5)**	–	**(7)**
Legal and Policy Reform Section									
Approved 2014/15	–	–	2	2	1	**5**	7	–	**12**
Proposed 2015/16	–	–	3	2	1	**6**	4	2	**12**
Net change	–	–	**1**	–	–	**1**	**(3)**	**2**	–

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Total international	National staff[a]	United Nations Volunteers	Total
Human Rights and Protection Section									
Approved 2014/15	–	1	5	1	2	9	5	1	15
Proposed 2015/16	–	1	4	1	2	8	4	2	14
Net change	–	–	(1)	–	–	(1)	(1)	1	(1)
Security Sector Reform Unit									
Approved 2014/15	–	–	–	–	–	–	–	–	–
Proposed 2015/16	–	–	1	1	–	2	–	1	3
Net change	–	–	1	1	–	2	–	1	3
Capacity-building and Mentoring Unit									
Approved 2014/15	–	–	–	–	–	–	–	–	–
Proposed 2015/16	–	–	4	1	–	5	4	–	9
Net change	–	–	4	1	–	5	4	–	9
Total, rule of law									
Approved 2014/15	1	2	17	6	7	33	29	6	68
Proposed 2015/16	1	2	16	6	6	31	17	8	56
Net change	–	–	(1)	–	(1)	(2)	(12)	2	(12)

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 2 posts (6 abolished, 3 established and 1 redeployed)

National staff: net decrease of 12 posts (6 abolished and 6 redeployed)

United Nations Volunteers: net increase of 2 posts (2 abolished, 3 established and 1 redeployed)

Office of the Deputy Special Representative of the Secretary-General (Rule of Law)

International staff: decrease of 1 post (abolishment of 1 P-4 post)

United Nations Volunteers: decrease of 1 position (abolishment of 1 position)

82. One Special Assistant (P-4) and 1 United Nations Volunteer Administrative Assistant supported the work of the Office substantively, ensuring intra- and inter-pillar coordination and the smooth and coherent flow of information and reporting between the Office and its internal and external interlocutors. With the Corrections Advisory Unit, the Capacity-building and Mentoring Unit and the Security Sector Reform Unit reporting to the Deputy Special Representative of the Secretary-General (Rule of Law) through the Principal Rule of Law Officer (D-1), supported by 1 Administrative Assistant (FS), it is expected that such coordination will be managed adequately, thus making it possible to abolish the two posts.

Capacity-building and Mentoring Unit

International staff: increase of 5 posts (establishment of 2 P-4 posts, redeployment of 1 P-4 post from the Training and Mentoring Unit, 1 P-4 and 1 P-3 post from the Access to Justice and Security Section)

National staff: increase of 4 posts (redeployment of 1 National Professional Officer from the Training and Mentoring Unit, and 1 National Professional Officer and 2 national General Service posts from the Access to Justice and Security Section)

83. The establishment of a new Capacity-building and Mentoring Unit is proposed for addressing systemic weaknesses and capacity gaps of national actors in the justice and security sector, through the mentoring of county attorneys and public defenders in pilot cases, such as sexual and gender-based violence and complex criminal cases, and in key aspects of the criminal justice process. In addition, the Unit will further develop the capacity of justice and security institutions, including leadership and management, at the central level.

84. This would be achieved through the establishment of 2 P-4 Judicial Affairs Officer posts; and the redeployment of 1 P-4, 1 P-3, 1 National Professional Officer and 2 General Service posts from the Access to Justice and Security Section; and 1 P-4 and 1 National Professional Officer from the Training and Mentoring Unit to the Capacity-building and Mentoring Unit. UNMIL rule of law experts with leadership experience in national systems would support the strengthening of leadership and management capacity at the central level in the justice and security institutions; and experts with domestic prosecutorial/defence experience, would mentor county attorneys and public defenders in pilot cases, such as sexual and gender-based violence and complex criminal cases. The Capacity-building and Mentoring Unit would report directly to the Principal Rule of Law Officer (D-1). It would receive support from Rule of Law Officers in the field and the Unit, and would be further supported by 1 of the 2 posts in the Field Service category in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law).

85. Mentoring support is expected to enhance the professionalism of national actors at local and central levels, and the leadership and management at the central level, improving their productivity and efficiency. Specific expected achievements would encompass closer oversight of local-level actors; ensuring that those actors are held accountable for failures; ensuring the effective implementation of laws, including notably the Jury Law; ensuring proper use of bail bonds and fines; ensuring proper and regular use of jail delivery; a reduction in pretrial detention; and a reduction in delays between the investigation of and indictment for complex and serious cases.

Access to Justice and Security Section

International staff: decrease of 6 posts (abolishment of 1 P-5, 1 P-3 and 1 Field Service post, redeployment of 1 P-4 and 1 P-3 post to the Capacity-building and Mentoring Unit and deployment of 1 P-4 post to the Legal and Policy Reform Section)

National staff: decrease of 9 posts (abolishment of 2 National Professional Officer posts and 1 national General Service post, redeployment of 1 National Professional Officer and 2 national General Service staff to the Capacity-building and Mentoring Unit and deployment of 3 National Professional Officer posts to a County Office)

86. The Access to Justice and Security Section provided UNMIL with a dedicated capacity to monitor the functioning of the justice system; to identify, analyse and report on a range of systemic issues affecting the justice system; and to engage with national partners in the justice sector in building their capacity, professionalism and functionality.

87. In order to prepare for the Mission's civilian transition and to maximize the impact of mandate implementation on judicial affairs, the Security Council, in resolution 2190 (2014), revised the mandate of UNMIL, placing emphasis on the continued development of Liberia's rule of law institutions and the acceleration of progress on the development and implementation of the security and justice development and reform plans. The Mission therefore proposes to prioritize its resources towards addressing, in a more focused and intensified manner, the systemic issues and capacity gaps identified in three priority areas for the rule of law sector: building leadership and management capacity of justice partners at the central level; developing county attorneys' and public defenders' professionalism; and supporting greater integration of justice and security actors at the county level. It is proposed that this be achieved through the establishment of a new Capacity-building and Mentoring Unit, the dissolution of the Access to Justice and Security Section and the redeployment of the following resources from the Section to the Unit: 1 P-4, 1 National Professional Officer and 2 national General Service posts. The incumbents would mentor county attorneys and public defenders in pilot cases, such as sexual and gender-based violence and complex criminal cases, and in key aspects of the criminal justice process. One post at the P-4 level would be redeployed to the Legal and Policy Reform Section to strengthen its capacity to accelerate legal and policy reform relevant to the judiciary; and 3 National Professional Officer posts would be redeployed to UNMIL field offices to support greater integration of justice and security actors at the county level. Members of the Capacity-building and Mentoring Unit will report directly to the Principal Rule of Law Officer (D-1); and the Unit will be supported by one of the two posts at the Field Service level in the Office of the Deputy Special Representative of the Secretary-General. This will enable the abolition of the 6 remaining posts in the Access to Justice and Security Section (1 P-5, 1 P-3, 1 Field Service, 2 National Professional Officer and 1 national General Service).

88. The proposed changes will enable greater effectiveness in integrating rule of law with related governance and other initiatives at the local level, and in reporting on the outcomes of initiatives. The redeployment of resources to the field offices will allow the Rule of Law Pillar to be more directly engaged in supporting local initiatives, including the capacity-building of local actors in the security and justice sector at the county level. This would include enabling county security councils,

which should be responsible for addressing local security and protection of civilian issues. The mentoring activities would contribute to decreased pretrial detention and greater local responsiveness to rule of law issues.

Legal and Policy Reform Section

International staff: increase of 1 post (redeployment of 1 P-4 post from the Access to Justice and Security Section)

National staff: decrease of 3 posts (abolishment of 1 National Officer post, and redeployment of 1 National Officer post to a County Office and 1 national General Service post to the Office of the United Nations Police Commissioner)

United Nations Volunteers: increase of 2 positions (establishment of 1 position and redeployment of 1 position from a County Office)

89. In its resolution 2190 (2014), the Security Council emphasized the need for both continued and accelerated progress by the Liberian authorities on institutional reforms, especially within the rule of law and security sector, and the support of UNMIL for those efforts. The implementation of the mandate requires the reinforcement of support to national institutions on related urgent legislation and policy, which are critical for those reforms.

90. The implementation of the mandate also will be achieved through the co-location of staff in the Legal and Policy Reform Unit with the Ministry of Justice, the judiciary and possibly the Law Reform Commission. To this end, it is proposed that 1 P-4 post from the Access to Justice and Security Section, currently serving as a liaison between the Mission and the judiciary, and a United Nations Volunteer position from the Field Office, whose incumbent has a judicial background, be redeployed to the Legal and Policy Reform Section: the incumbents would be co-located within the judiciary and focus on legislative and policy reform relevant to this institution. It is also proposed that one National Professional Officer post be reassigned to an UNMIL County Office to support greater integration of justice and security actors at the county level. Owing to the difficulties of recruiting lawyers for National Professional Officer posts, it is further proposed that 1 vacant National Professional Officer post be abolished and that 1 United Nations Volunteer position established. The incumbent would be co-located within the Ministry of Justice to serve as a Judicial Affairs Officer. The requirement for administrative support within the Legal and Policy Reform Section will be reduced owing to the co-location of its staff. It is proposed that 1 national General Service post be redeployed to the Office of the United Nations Police Commissioner, to be located in the Office of the Chief of Staff of the United Nations police (UNPOL). This Office, which currently has no administrative support, bears the responsibility for administrative arrangements for all of the (over 500) Individual Police Officers of UNPOL, from recruitment and on-boarding on through to end of Mission.

91. The proposed changes and new approach (co-location) to mandating implementation in this area will strengthen the capacity of the Legal and Policy Reform Section to support the achievement of justice and security sector reform priorities jointly identified by national criminal justice actors and Liberia's international partners. It will also significantly strengthen the support provided by UNMIL to the capacity-building of officials working within national justice and security institutions with respect to their undertaking policy and law reform.

Training and Mentoring Unit

International staff: decrease of 2 posts (redeployment of 1 P-4 post to the Capacity-building and Mentoring Unit, and 1 P-3 post to the Security Sector Reform Unit)

National staff: decrease of 5 posts (abolishment of 1 National Professional Officer and 1 national General Service post, redeployment of 1 National Professional Officer post to the Capacity-building and Mentoring Unit and 1 National Professional Officer post to the Corrections and Prison Advisory Services and deployment of 1 national General Service post to the Office of the United Nations Police Commissioner)

92. In its resolution 2190 (2014), the Security Council decided that the Mission should support the engagement of the Government of Liberia in more targeted and intensified capacity-building so as to ensure the level of national ownership required for the transition of responsibilities in the security, justice and corrections sectors. In order to effectively implement its new mandate and more effectively prepare for its transition, UNMIL has prioritized its resources so as to address more specifically the systemic issues and capability gaps identified in priority areas with respect to the rule of law sector, including leadership and managerial capacity at the central level and the professionalism of county attorneys and public defenders at the county level.

93. It is therefore proposed, with respect to the resources of the Training and Mentoring Unit, that 1 P-4 and 1 National Professional Officer Rule of Law Officer post be redeployed to the Capacity-building and Mentoring Unit to enable mentoring of county attorneys and public defenders in pilot cases, and that 1 post at the P-3 level be redeployed to the Security Sector Reform Unit, established to strengthen the Mission's capability in that area. It is further proposed to redeploy 1 National Professional Officer post to strengthen Correction and Prison Advisory Services capacity in order to intensify training for national prison authorities. It is also proposed to redeploy one national General Service post to the Police Component, to support the Head of Operations, who has, without any administrative support, supervisory responsibility for all 160 Individual Police Officers deployed outside Monrovia and for ensuring the effective implementation of United Nations police activities at the county level. The remaining two posts (1 Rule of Law Officer post (in the National Professional Officer category) and 1 national General Service post of Team Assistant) will be abolished. An increased level of efficiency and productivity is expected with the proposed abolishment of the Training and Mentoring Unit. The systems put in place by the Unit to ensure the systematic coordination of training, and the integration of human rights and gender in training modules, combined with the lessons learned to date from institutional capacity-building, monitoring of the justice system, and the training and mentoring methodology used by UNPOL and the Corrections Advisory Unit, provide the foundation for the establishment of the Capacity-building and Mentoring Unit.

Correction and Prison Advisory Services

International staff: no net change (abolishment of 1 P-4 post and establishment of 1 P-3 post)

National staff: increase of 2 posts (redeployment of 1 National Professional Officer post from the Training and Mentoring Unit and reassignment of 1 National Professional Officer post from the Human Rights and Protection Section)

United Nations Volunteers: decrease of 1 position (abolishment of 1 position)

94. The Correction and Prison Advisory Services currently reports directly to the Deputy Special Representative of the Secretary-General (Rule of Law). In Monrovia, the Section headquarters provides advice and support to prison leadership on the reform of the prison system, especially as related to its professionalization. Corrections mentors are co-located in 14 of the 15 counties in the country and provide day-to-day support to prison administration staff, advising and mentoring them on good prison practices and compliance with the standard minimum rules. The Section also provides specialized prison training and support in areas such as prison security, operations, policy and infrastructure to enable effective and efficient prison administration.

95. In light of the transition of UNMIL, it is proposed that the Principal Rule of Law Officer (D-1) in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) assume more direct leadership and oversight over a number of Pillar units, including the Correction and Prison Advisory Services. The Correction and Prison Advisory Services would report to the Deputy Special Representative of the Secretary-General through the Principal Rule of Law Officer (D-1). Further proposed changes aim at strengthening (a) the unit's capacity to provide targeted mentoring to the Bureau of Corrections and Rehabilitation on policy development, legal responsibilities and human rights and (b) expertise in the area of corrections security programmes, an area where experts rarely possess the academic background and professional experience required of the occupant of a post at the P-4 level, which therefore makes it difficult to recruit specialists at that level. This being the case, the P-4 post of Corrections Adviser is proposed for abolishment. The above-mentioned goals would be achieved through the following staffing changes: redeployment of 1 Rule of Law Officer post (National Professional Officer category) from the Training and Mentoring Unit to the Corrections and Prison Advisory Services to support the development and implementation of the national corrections training plan; reassignment of 1 Legal Adviser (National Professional Officer category) from the Human Rights and Protection Section to address human rights and related legal issues in the corrections system; and establishment of 1 P-3 Corrections Officer post in support of corrections security programmes. It is further proposed that 1 United Nations Volunteer position of Administrative Assistant, whose functions could be performed by the remaining administrative staff, be abolished.

96. In the context of the transition of UNMIL, the proposed change in reporting lines would strengthen leadership and oversight within the corrections advisory area.

Security Sector Reform Unit

International staff: increase of 2 posts (redeployment of 1 P-4 from the Office of the Special Representative of the Secretary-General and 1 P-3 from the Training and Mentoring Unit)

United Nations Volunteers: increase of 1 position (establishment of 1 position)

97. In its resolution 2190 (2014), the Security Council decided that the mandate of UNMIL should include assistance to the Government of Liberia in developing a national security sector reform strategy. To this end, the Mission intends to create an UNMIL-United Nations country team security sector reform coordination mechanism for leveraging capacities within the United Nations system in Liberia. It also proposes that a dedicated Security Sector Reform Unit be established within the Rule of Law Pillar to coordinate support for the development and implementation of the national security sector reform strategy. In close coordination with UNMIL field offices, the Unit would also pilot initiatives designed to strengthen the delivery capacity of security services at the county level and enable them to address local security issues, including the protection of civilians. In addition, the Unit would provide support to UNMIL personnel in the field and advice on their role in the implementation of the Mission's protection-of-civilians policy.

98. As part of the Mission's ongoing transition process, the proposed Security Sector Reform Unit would serve as the secretariat for the planned UNMIL-United Nations country team security sector reform coordination mechanism and provide strategic and technical advice support to national security institutions in their development and implementation of a national security sector reform strategy. The Unit would also support the de-concentration of security services from Monrovia to the counties and pilot initiatives to strengthen the capacity of county-level structures to address local-level security challenges, including through building the capacity of county security councils.

99. The Unit would also act as the focal point for the implementation of the UNMIL protection-of-civilians mandate. This would be achieved by redeploying 1 P-4 Policy Officer post from the Office of the Special Representative of the Secretary-General (Rule of Law) and 1 P-3 Rule of Law Officer post from the Training and Mentoring Unit and by establishing 1 United Nations Volunteer Rule of Law Officer position. The Security Sector Reform Unit would receive further support from focal points in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) (1 P-5 Senior Judicial Affairs Officer) and the Police Component (1 P-5 Policy Reform Adviser and 1 P-3 Reports Officer). In addition, 1 Administrative Assistant (Field Service) in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law) would provide administrative support to the Unit. The Unit would report to the Deputy Special Representative of the Secretary-General (Rule of Law) through the Principal Rule of Law Officer in the Office of the Deputy Special Representative of the Secretary-General (Rule of Law), the Principal Rule of Law Officer position being designed for the explicit purpose of bringing coherence to all security and justice issues across the Rule of Law Pillar.

Human Rights and Protection Section

International staff: decrease of 1 post (abolishment of 1 P-4 post)

National staff: decrease of 1 post (reassignment of 1 National Professional Officer post to Correction and Prison Advisory Services)

United Nations Volunteers: increase of 1 position (establishment of 1 position)

100. The new mandate of UNMIL, as set out in Security Council resolution 2190 (2014), maintains the emphasis on promoting, protecting and monitoring human rights in Liberia. At the same time, it reinforces the attention given to violations and abuses committed against children and women, including sexual and gender-based violence, and to supporting Government efforts to combat such violence, including impunity for the perpetrators of such crimes. The new emphasis will be reflected in the Section's workplan and the division of labour among staff members.

101. In the context of the ongoing UNMIL transition, and as a result of the further prioritization of the Section's work and the further alignment of expertise with functions, the Human Rights and Protection Section proposes to abolish 1 P-4 post. In order to increase the section's capacity to make recommendations to rule of law and other UNMIL components in the field, as well as to local partners, including local officials, police, corrections and immigration personnel, on priority human rights issues/cases, it is proposed to establish 1 United Nations Volunteer Human Rights Officer position.

102. The proposed abolishment of the 1 P-4 post will streamline the distribution of the Section's substantive resources, based on a reprioritization of functions in line with the Mission's new mandate. The establishment of 1 United Nations Volunteer position in the Section is expected to strengthen substantive support to human rights officers in the field, resulting in more targeted and effective interventions at the county level, including enhanced support to the capacity-building of governmental and national non-governmental entities, including the Independent National Commission on Human Rights, in the counties. The reassignment of 1 National Professional Officer post will have a minimal impact. Since a suitable candidate was not identified for the position, it has therefore remained vacant for some time and the priority functions of the position have been absorbed within the Section.

Component 3: peace consolidation and support

103. In accordance with Security Council resolution 2190 (2014), UNMIL will support the efforts of the Government of Liberia towards making continued progress on constitutional and institutional reforms, and the national reconciliation process. Gender mainstreaming and implementation of Council resolutions 1325 (2000) and 1820 (2008) on women, peace and security will remain central to mandate implementation, as will advocacy and support for combating sexual and gender-based violence.

104. Institutional reforms are vital to long-term peace and stability in Liberia, and to an effective security transition. Without those reforms, the country will remain vulnerable to disruptions, particularly as many of the root causes of Liberia's conflict remain unresolved. Through the good offices and political support of the Special Representative of the Secretary-General, the Mission will support progress on constitutional and critical institutional reforms in the area of governance. While

consolidation of these reforms will extend beyond the lifespan of UNMIL, the Mission will target its political support towards establishing the foundations for irreversible progress in the above-mentioned areas. This will include engagement with a broad range of primary stakeholders, encompassing both government and civil society, at local and national levels.

105. Good offices and political support will be directed towards achieving institutional accountability and transparency for meaningful service delivery, particularly as it relates to governance, rule of law, and security sector reform; progress in the national reconciliation process, including with regard to the Strategic Road Map for National Healing, Peacebuilding and Reconciliation; civilian oversight and accountability of security sector actors; progress on de-concentration and decentralization to accompany the strengthening of security actors outside the capital; the strengthening of national integrity institutions at national and local levels; measures to reduce ethnic, regional and other tensions, and encourage adequate policy approaches and regulations for improving the management of land and natural resources; and measures to strengthen political inclusion and social cohesion.

106. As part of the good offices of the Special Representative of the Secretary-General, the Mission will encourage the Constitution Review Committee to collaborate with national and international stakeholders so as to ensure an inclusive and participatory constitutional reform process, in order that the proposed amendments may reflect the will of the Liberian people. The Mission will also coordinate with national and international partners to help create an environment conducive to the conduct of a peaceful and inclusive referendum on proposed constitutional amendments, including an environment conducive to widespread and effective civic education ahead of the referendum, while supporting national actors in preparation for general elections in 2017.

107. A comprehensive and inclusive national reconciliation process, involving all segments of society, is necessary for the consolidation of peace and social cohesion in Liberia. UNMIL will work with national authorities, the United Nations country team and the international community to advance reconciliation initiatives, as well as incorporate the implications of the Ebola crisis for national reconciliation processes into a revised Strategic Road Map for National Healing, Peacebuilding and Reconciliation.

108. As part of its protection-of-civilians activities, UNMIL, in collaboration with the United Nations country team, will support the Government in its efforts to strengthen the capacity of the peace committees in the counties to more effectively discharge their functions of managing, resolving and mitigating the impact of conflict at all levels.

109. The Ebola crisis highlighted the weaknesses of the national emergency response system and the need to establish a more robust disaster management system. As part of the post-Ebola recovery phase, UNMIL will advocate for the enactment of the relevant legislation, policies and institutions for disaster preparedness and response.

Expected accomplishments	*Indicators of achievement*
3.1 Increased capacity of national authorities to conduct a peaceful and credible constitutional referendum in 2016 and presidential and legislative elections in 2017	3.1.1 The National Elections Commission issues guidance for the preparation and conduct of the referendum, encompassing referendum procedures, guidelines for voters, and instructions for poll workers
	3.1.2 The National Elections Commission undertakes referendum preparations in accordance with its published referendum calendar, including for the voter registration update and the exhibition of the provisional registration roll
	3.1.3 The National Elections Commission introduces an improved administrative and financial management system for electoral processes
	3.1.4 The Liberia National Police and other law enforcement authorities plan and budget for security for the 2016 constitutional referendum

Outputs

- 2 inter-party consultative forums for the National Elections Commission and concerned stakeholders, including all registered political parties, on referendum and electoral preparations, processes and procedures, facilitated in collaboration with the National Elections Commission and the United Nations Development Programme (UNDP)
- 2 reports on the legislative and regulatory processes related to elections, including complaints procedures
- 1 review of security arrangements and budgets for the referendum, developed for the National Elections Commission, civil society organizations and the media, in collaboration with UNDP
- 1 review conducted with the Constitution Review Committee, the Legislature and the National Elections Commission on the capacity of the Commission to conduct the referendum, based on the scope of the proposed amendments, and addressing, among other issues, security, logistics and budgeting requirements
- 1 civic education campaign on the referendum for national stakeholders, including Government officials, civil society organizations and communities in all 15 counties, developed in collaboration with the Constitution Review Committee and UNDP
- 1 national stakeholders forum on gender-specific and human rights-compliant amendments to the constitution, convened in collaboration with the Constitution Review Committee, the Women's Legislative Caucus, civil society organizations and the United Nations country team
- 2 conferences on increasing women's participation in elections processes, facilitated in collaboration with the Ministry of Gender, Children and Social Protection, the National Elections Commission, non-governmental women's organizations, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNDP

Expected accomplishments	*Indicators of achievement*
3.2 Progress in critical reform processes	3.2.1 General Audit Commission audit recommendations adopted by government institutions (2013/14: 3; 2014/15: 5; 2015/16: 7)
	3.2.2 Adoption by the Legislature of the disaster risk reduction bill and establishment of a Disaster Management Agency
	3.2.3 Legislative approval of constitutional amendments

Outputs

- 1 analytical report on the capacities of county administrations to manage the de-concentration of local government services and fiscal transfers, including effective county/district security councils and their linkages with national security agencies, prepared for the Ministry of Internal Affairs
- 1 analytical report on the budget formulation processes and appropriations to sectors critical to the transition to UNMIL, including recommendations for good governance practices, prepared in collaboration with the Ministry of Finance and Development Planning and the Governance Commission
- 4 analytical reports on the allocation and performance of contracts with respect to compliance with international transparency standards, including the Voluntary Partnership Agreement, the Kimberly Process Certification Scheme and the Liberia Extractive Industry Transparency Initiative Act, prepared in collaboration with the Governance Commission and the Liberia Extractive Industries Transparency Initiative
- 1 monitoring report on the adoption of and follow-up actions on audits prepared during the previous fiscal year, prepared in collaboration with the General Audit Commission

Expected accomplishments	*Indicators of achievement*
3.3 Progress in inclusive national reconciliation and comprehensive social cohesion	3.3.1 Land Agency County Land Boards established to manage and administer county land (2013/14: 0; 2014/15: 0; 2015/16: 4)
	3.3.2 Increase in the number of agricultural mining and forestry concessions with a functional conflict mitigation mechanism (2013/14: 3; 2014/15: 5; 2015/16: 8)
	3.3.3 Increase in the number of functional peace committees engaged in mediation (2013/14: 0; 2014/15: 10; 2015/16: 15)

Outputs

- 3 analytical papers on targeted concession programmes, including community conflict management, and their impact on affected communities, developed in collaboration with the Ministry of Internal Affairs, the National Bureau of Concessions, the Land Commission and the United Nations country team

- 2 assessment studies on the performance of peace committees and county security councils in conflict prevention and resolution, including early warning, prepared in collaboration with the Ministry of Internal Affairs, the National Security Agency, Ministry of Gender, Children and Social Protection, the Liberia Peacebuilding Office and the United Nations country team
- 1 advisory paper on the progress of implementation of the Strategic Road Map for National Healing, Peacebuilding and Reconciliation and 1 analytical paper on the current and potential role of women in the national reconciliation process with a particular focus on social cohesion, prepared in collaboration with the Ministry of Internal Affairs, the Ministry of Gender, Children and Social Protection, the Land Commission and the United Nations country team
- 1 paper on the implementation of the recommendations of the Truth and Reconciliation Commission, developed in collaboration with the Liberia Peacebuilding Office and the United Nations country team
- 1 report on the implementation and application of alternative dispute resolution, including in border areas, prepared in collaboration with the Land Commission and the Ministry of Justice
- 3 stakeholder consultations (1 in each of 3 counties) to validate disaster risk reduction and risk management plans, in collaboration with the Ministry of Internal Affairs, the National Disaster Management Agency and the United Nations country team
- 60 quick-impact projects related to the rule of law, governance, reconciliation and human rights, with an emphasis on capacity- and skills-building, infrastructure development, basic services and gender-sensitive livelihood-generation initiatives with local-level impact

External factors

Political will to advance critical reform processes; political will and institutional capacity to address corruption and improve transparent governance practices; capacity of the Government to undertake institutional reforms, and effective support among national actors for implementation; momentum to implement the Strategic Road Map for National Healing, Peacebuilding and Reconciliation; motivations and available means for effective community participation; enactment and progress in the implementation of the decentralization policy and act; and adoption and enactment of the disaster risk reduction bill and policy

Table 4
Human resources: component 3, peace consolidation and support

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support)									
Approved 2014/15	1	–	2	–	3	**6**	6	1	**13**
Proposed 2015/16	1	–	2	2	3	**8**	6	1	**15**
Net change	–	–	–	**2**	–	**2**	–	–	**2**
Consolidation of Democratic Governance Section									
Approved 2014/15	–	1	–	1	1	**3**	–	–	**3**
Proposed 2015/16	–	–	–	–	–	–	–	–	–
Net change	–	**(1)**	–	**(1)**	**(1)**	**(3)**	–	–	**(3)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Total international**	National staff[a]	United Nations Volunteers	**Total**
Governance Section									
Approved 2014/15	–	–	6	–	1	**7**	6	3	**16**
Proposed 2015/16	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(6)**	**–**	**(1)**	**(7)**	**(6)**	**(3)**	**(16)**
Reconciliation and Peace Consolidation Section									
Approved 2014/15	–	–	8	2	–	**10**	8	2	**20**
Proposed 2015/16	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(8)**	**(2)**	**–**	**(10)**	**(8)**	**(2)**	**(20)**
Gender Affairs Unit									
Approved 2014/15	–	–	1	1	–	**2**	5	2	**9**
Proposed 2015/16	–	–	1	1	–	**2**	2	2	**6**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(3)**	**–**	**(3)**
HIV/AIDS Adviser Unit									
Approved 2014/15	–	–	1	–	–	**1**	4	2	**7**
Proposed 2015/16	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(1)**	**–**	**–**	**(1)**	**(4)**	**(2)**	**(7)**
Peace Consolidation Services									
Approved 2014/15	–	–	–	–	–	**–**	–	–	**–**
Proposed 2015/16	–	1	8	5	3	**17**	11	3	**31**
Net change	**–**	**1**	**8**	**5**	**3**	**17**	**11**	**3**	**31**
Total, Consolidation of Democratic Governance Section									
Approved 2014/15	1	1	18	4	5	**29**	29	10	**68**
Proposed 2015/16	1	1	11	8	6	**27**	19	6	**52**
Net change	**–**	**–**	**(7)**	**4**	**1**	**(2)**	**(10)**	**(4)**	**(16)**

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 2 posts (4 abolished, 1 established and 1 redeployed)

National staff: net decrease of 10 posts (7 abolished and 3 redeployed)

United Nations Volunteers: net decrease of 4 positions (14 abolished, 1 established and 3 redeployed)

Office of the Deputy Special Representative of the Secretary-General (to be renamed the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support))

International staff: increase of 2 posts (redeployment of 1 P-3 from a County Office and establishment of 1 P-2 post)

110. It is essential that the gains in peace and stability be consolidated as the Mission draws down its security presence and advances with its civilian transition. Critical reforms are under implementation in areas such as reconciliation and governance, including accountability and transparency for more efficient and inclusive service delivery and natural resources management, as well as constitutional review. With the shift in emphasis from technical assistance to good offices and political engagement in respect of supporting the Government in these processes, it is proposed to rename the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support). In light of the increased requirements for quality and timely monitoring, information-gathering, analysis and reporting in support of good offices and political engagement, it is further proposed to redeploy 1 P-3 Head of Field Office post from the County Offices to the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support). The P-3 Civil Affairs Officer would ensure liaison functions with the field-based institutions of United Nations agencies, non-governmental organizations and government entities, and provide timely response with respect to information requirements, documentation, reporting and follow-up on decisions of the Deputy Special Representative in the context of the Civil Affairs Officer's responsibilities for furthering the good offices of the Mission.

111. In the context of the Mission's accelerated transition and the political, security, socioeconomic and humanitarian impact of the Ebola crisis, there is an urgent requirement for the Government to expedite reform and long-term recovery processes. The Mission has been mandated to support these efforts through good offices and political support.

112. The factors that made it possible for the Ebola outbreak to spread so quickly and to become a multidimensional crisis are the same factors that challenge the consolidation of peace and stability in Liberia: weakly functioning social services, an overly centralized government and poor accountability. As part of the post-Ebola recovery effort, the Government is giving renewed impetus to decentralization so as to increase and improve access to basic social services, which would also promote reconciliation and strengthen social cohesion. These processes are in fact central to the UNMIL exit strategy. Owing to the impact of the Ebola crisis on Liberia's economy and the long-term focus of international financial institutions and donors on institution-building, there is a critical and urgent gap in the short-term funding needed to enable the Government to establish interim physical structures so as to accelerate the de-concentration and decentralization of 12 line ministries, including

for justice and security. The Mission therefore is proposing an increase in the funding for the quick-impact project to $2 million for the 2015/16 budget period. To ensure the timely and robust programmatic and financial management of the additional resources, it is proposed to establish 1 Associate Civil Affairs Officer at the P-2 level in the Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support).

113. Reporting to the Senior Adviser in the office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support), the incumbent would be responsible for supporting the development of and ensuring the day-to-day follow-up on the added project portfolio, including timely and thorough documentation of project implementation, as well as financial obligations and reporting. The P-2 Associate Civil Affairs Officer would be assisted in these tasks by the experienced Field Service Programme Assistant and 2 national General Service staff.

114. The proposed change is expected to improve the timeliness of monitoring, reporting, decision-making and good offices initiatives through dedicated liaison with interlocutors of government de-concentrated services, agency counterparts, and national and international non-governmental and regional organizations.

Peace Consolidation Services

International staff: net increase of 17 posts (redeployment of 1 D-1, 1 P-3 and 1 Field Service post from the Consolidation of Democratic Governance Section, redeployment of 1 P-5, 4 P-4, 1 P-3 and 1 P-2 post from the Peace and Reconciliation Section, redeployment of 1 P-5, 4 P-4 and 1 Field Service post from the Governance Section, redeployment of 1 Field Service post from the Regional Inter-Mission Cooperation Support Unit and redeployment and reclassification of 1 P-4 post to the P-3 level and of 1 P-4 post to the P-2 level)

National staff: increase of 11 posts (redeployment of 5 National Professional Officer posts and 1 national General Service post from the Reconciliation and Peace Consolidation Section and redeployment of 3 National Professional Officer posts and 2 national General Service posts from the Governance Section)

United Nations Volunteers: increase of 3 positions (redeployed from the Governance Section)

115. In its resolution 2190 (2014), the Security Council called upon UNMIL to assist the Government of Liberia in taking forward institutional reforms and the reconciliation process through good offices and political support, particularly in light of the wider political, security, socioeconomic and humanitarian impact of the Ebola outbreak on communities. The Peace Consolidation Services will support the good offices and political support mandate of the Special Representative of the Secretary-General through monitoring of, advice on and advocacy for national reconciliation processes, as well as the constitutional and critical institutional reforms that are required to achieve institutional accountability and transparency in respect of the meaningful delivery of basic services and natural resources management, including measures to strengthen political inclusion and social cohesion.

116. In accordance with the new mandate of UNMIL, as decided in Security Council resolution 2190 (2014), technical support for national reconciliation and

certain institutional reform processes has been discontinued, and the Mission has been given an explicit mandate to assist the Government in its efforts to achieve further progress in these areas through good offices and political support. On the basis of the priorities of UNMIL for 2015/16, the Peace Consolidation Services will focus on and advocate for key institutional reforms and, through engagement with national, international and United Nations partners, will support the work of primary stakeholders at all levels to ensure that the transformations effected by such reforms translate into effective institutions.

117. It is proposed to streamline the structure of the component by abolishing the Consolidation of Democratic Governance Section, the Reconciliation and Peace Consolidation Section and the Governance Section and to establish a consolidated Peace Consolidation Services.

118. In order to form the Peace Consolidation Services, it is proposed that 31 positions be redeployed from the Consolidation of Democratic Governance Section, the Reconciliation and Peace Consolidation Section and the Governance Section. It is further proposed to reclassify 1 P-4 Civil Affairs Officer post to a Civil Affairs Officer post at the P-3 level, with responsibilities for monitoring and reporting on confidence-building centred around integrity institutions, and 1 P-4 Civil Affairs Officer post to an Associate Civil Affairs Officer post at the P-2 level, who would focus on the constitutional reform process. The Section's streamlined portfolio signifies a reduced workload. Consequently, it is proposed to abolish 9 posts (4 P-4 Civil Affairs Officer posts, 1 Civil Affairs Officer post in the National Professional Officer category (as the Mission has been unable to fill the position despite several recruitment attempts), 2 national General Service Administrative and Team Assistant posts and 2 United Nations Volunteer Associated Civil Affairs Officer positions) associated with the three dissolved Offices (the Office for the Consolidation of Democratic Governance, the Reconciliation and Peace Consolidation Section and the Governance Section). The positions in the Peace Consolidation Services would absorb residual responsibilities associated with the abolished posts.

119. It is proposed that the Services be headed by a Principal Officer at the D-1 level, who would be supported in his or her oversight and coordination responsibilities by 1 P-3 Civil Affairs Officer and 1 Field Service Administrative Assistant. With a view to addressing substantive issues, the Peace Consolidation Services would further comprise 2 P-5 Senior Civil Affairs Officers, one responsible for institutional reforms and the other for reconciliation. The P-5 Civil Affairs Officer responsible for the institutional reforms portfolio would be supported by 1 P-4 Civil Affairs Officer, 1 P-2 Associate Civil Affairs Officer, 1 Civil Affairs Officer (National Professional Officer category) and 1 United Nations Volunteer Administrative Assistant and 1 Field Service Administrative Assistant, who would focus on the constitutional reforms process, and 1 P-4 Civil Affairs Officer, 1 P-3 Civil Affairs Officer and 2 Civil Affairs Officers (National Professional Officer category), who would be responsible for the reform of integrity institutions (civil service reform, accountability-related institutional reforms, constitutional reform and security sector reforms). The P-5 Senior Civil Affairs Officer responsible for peace and reconciliation would be supported by 1 P-4 Civil Affairs Officer and 1 P-3 Civil Affairs Officer with a focus on the Strategic Road Map for National Healing, Peacebuilding and Reconciliation; 1 P-4 Civil Affairs Officer and 1 United Nations Volunteer for land reform; 1 P-4 Political Affairs Officer and

1 United Nations Volunteer for concessions and livelihoods; and 1 P-4 Relief, Recovery and Rehabilitation Officer supported by 1 P-2 Associate Relief, Recovery and Rehabilitation Officer for conflict transformation, mediation and early warning. One National Professional Officer and 4 National Professional Officers will provide expert advice, monitoring and reporting on, respectively, concessions, and assessment and alternative forms of dispute resolution; early warning; and peace committees; and 3 national General Service Field Team Assistants will provide, respectively, logistical, clerical and administrative support.

120. The Peace Consolidation Services requires a Field Service Administrative Assistant. Owing to the highly sensitive nature of the reconciliation portfolio, many documents require a kind of administrative processing that cannot be conducted by national staff without the risk of compromising confidentiality. It is therefore proposed to redeploy, from the Regional Inter-Mission Cooperation Support Unit, 1 Field Service Administrative Assistant, who would provide administrative support, including the processing and filing of sensitive reconciliation-related documentation.

121. The streamlining of the scope of responsibilities of the Services is expected to deepen its engagement and increase its impact on critical institutional reforms and national reconciliation. The realignment of the resources of the previous office and previous two sections (i.e., the Office for the Consolidation of Democratic Governance, the Reconciliation and Peace Consolidation Services, and the Governance Section) with the Mission's new mandate, specifically as regards the assistance to be provided to the Special Representative of the Secretary-General for good offices and political support of the Government of Liberia in its advancing with institutional reforms and national reconciliation, and the discontinuation of technical support in these areas, will result in cost savings to the Organization and efficient allocation of the remaining resources to implementation of the workplan, as stipulated in the results-based budget frameworks.

Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance)

International staff: decrease of 3 posts (redeployment of 1 D-1, 1 P-3 and 1 Field Service post to Peace Consolidation)

122. In accordance with Security Council resolution 2190 (2014), significant changes in mandated responsibilities and modus operandi are required. From coordination and strategic guidance of disparate programmatic operations, the substantive work of the component has shifted to, and is being restructured around, the good offices of the Special Representative of the Secretary-General and political support to the addressing of reconciliation, critical institutional reform processes and post-Ebola recovery planning. A streamlined and simplified structure is better suited to the achievement of these tasks. It is therefore proposed to abolish the Office and to merge the functions under one consolidated Peace Consolidation Services; and to redeploy the Consolidation of Democratic Governance Office staff to the Peace Consolidation Services, to be headed by the Special Adviser, with support for coordination and administrative services provided by the P-3 Civil Affairs Officer and the Field Service Administrative Assistant.

Reconciliation and Peace Consolidation Section

International staff: decrease of 10 posts (abolishment of 3 P-4 posts and redeployment of 1 P-5 post, 4 P-4 posts, 1 P-3 post and 1 P-2 post to Peace Consolidation Services)

National staff: decrease of 8 posts (abolishment of 2 national General Service posts and redeployment of 5 National Professional Officer posts and 1 national General Service post to Peace Consolidation)

United Nations Volunteers: decrease of 2 positions (abolishment of 2 positions)

123. In accordance with the new mandate of UNMIL, technical support for national reconciliation and certain institutional reform processes has been discontinued, and the Mission has been given an explicit mandate to assist the Government of Liberia in its efforts to achieve further progress in these areas through good offices and political support. A streamlined and simplified structure is better suited to fulfilling these tasks, and it is proposed to abolish the Reconciliation and Peace Consolidation Section and merge the new mandated functions under one consolidated Peace Consolidation Services.

124. The Section's streamlined portfolio has reduced its workload. Consequently, it is proposed to abolish 3 P-4 Civil Affairs Officers posts, 2 national General Service positions and 2 United Nations Volunteer positions. It is proposed to redeploy 1 P-5, 4 P-4, 1 P-3, 1 P-2, 5 National Professional Officer and 1 national General Service post to the newly formed Peace Consolidation Services.

Governance Section

International staff: decrease of 7 posts (abolishment of 1 P-4 post and redeployment of 1 P-5, 4 P-4 and 1 Field Service post to the Peace Consolidation Services)

National staff: decrease of 6 posts (abolishment of 1 National Professional Officer post and redeployment of 3 National Professional Officer posts and 2 national General Service posts to the Peace Consolidation Services)

United Nations Volunteers: decrease of 3 positions (redeployment of 3 positions to the Peace Consolidation Services)

125. It is proposed to abolish the Governance Section and merge the new mandated functions under one consolidated Peace Consolidation Services, under whose aegis priority will be given to supporting key institutional reforms and more effective integrity institutions.

126. It is proposed to redeploy 1 P-5, 2 P-4, 1 Field Service, 3 National Professional Officer, 2 national General Service and 3 United Nations Volunteer posts/positions to the Peace Consolidation Services. It is further proposed to reclassify the 1 P-4 Civil Affairs Officer post to a Civil Affairs Officer post at the P-3 level, entailing responsibilities for monitoring and reporting on confidence-building of integrity institutions, and the 1 P-4 Civil Affairs Officer post to an Associate Civil Affairs Officer post at the P-2 level, entailing a focus on the constitutional reform process. It is proposed that 1 P-4 Civil Affairs Officer post be abolished to reflect the reduced workload in the section and that 1 Civil Affairs Officer post (National Professional Officer category) be abolished, as the Mission has been unable to fill the position despite several recruitment attempts.

Office of the Gender Adviser

International staff: no net change (reclassification of 1 P-5 post to P-4)

National staff: decrease of 3 posts (abolishment of 1 National Professional Officer post and 2 national General Service posts)

127. In view of the more streamlined mandate given to UNMIL by the Security Council in its resolution 2190 (2014) and the increasing gender capacity within the United Nations country team, the main focus of the Office of the Gender Adviser will be on advocacy and facilitation of gender mainstreaming in UNMIL mandate implementation, which will encompass drawing on related resolutions on women, peace and security.

128. The more limited scope of the work of the office no longer warrants leadership at the P-5 level. This being the case, it is proposed that the post be reclassified as that of a Gender Affairs Officer at the P-4 level, who will be supported by 1 P-3 Gender Affairs Officer, 2 United Nations Volunteers, 1 National Professional Officer and 1 national General Service staff. The P-4 Gender Affairs Officer will be responsible for day-to-day management and direction of the office, including liaison and advocacy with the Mission components and the United Nations country team. The P-3 Gender Affairs Officer will be responsible for supporting Mission components, particularly the Rule of Law Pillar, in addressing sexual and gender-based violence. With the cessation of the technical assistance provided to national partners, it is proposed that 1 National Professional Officer post be abolished. The significant reduction in external activities of the office also limits considerably the requirements for support functions related to travel and mobility, document management and clerical support. It is therefore proposed that 2 national General Service posts be abolished.

129. The United Nations country team will assume greater leadership and responsibility in supporting the Government and national partners on gender mainstreaming. This will provide opportunities for the accelerated transition of gender responsibilities to United Nations operational agencies as the drawdown of UNMIL advances.

HIV/AIDS Advisory Unit

International staff: decrease of 1 post (redeployment of 1 P-4 post to the HIV/AIDS Advisory Unit under the support component)

National staff: decrease of 4 posts (abolishment of 1 National Professional Officer post and redeployment of 1 National Professional Officer post and 2 national General Service posts to the HIV/AIDS Advisory Unit under the support component)

United Nations Volunteers: decrease of 2 positions (abolishment of 1 position and redeployment of 1 position to the HIV/AIDS Advisory Unit under the support component)

130. Since the 2012/13 financial period, the HIV/AIDS Advisory Unit has reported its activities under the Mission support component, as they have refocused exclusively on the internal support functions of testing and counselling all categories of peacekeeping personnel. It is therefore proposed that the 5 staff of the Unit be redeployed from the Office of the Deputy Special Representative of the

Secretary-General to the Medical Section in the Division of Mission Support, with a reporting line to the Service Delivery Manager.

131. In line with the drawdown of UNMIL and the reduced requirements for HIV prevention, counselling and testing activities, it is proposed that the number of staff in the HIV/AIDS Advisory Unit be reduced by 1 United Nations Volunteer HIV/AIDS Officer and 1 National Professional HIV/AIDS Officer.

Component 4: support

132. The UNMIL Mission support component will continue to provide efficient services to all personnel so as to enable them to carry out the Mission's mandate. The Mission will operate and maintain 73 locations at the start of the budget period, before closing or reducing in size 9 to 14 locations, in line with the resumption of the military drawdown.

133. The support component will continue to offer transportation services, including air, road and sea transport, and maintain Mission facilities and equipment. Other support services include medical services; evacuation capabilities available at all times, including to hospitals outside the mission area; maintenance of grounds and premises to ensure an acceptable working environment for all UNMIL personnel; refurbishing camps; cleaning services; environmental clean-up; and Minimum Operating Security Standards/Minimum Operating Residential Security Standards (MOSS/MORSS) compliance, repairs and renovations of fences and other security structures. The Mission also plans to continue enhancing security for United Nations equipment and personnel by installing additional closed-circuit cameras to reduce pilferage; conducting regular security risk assessments; and ensuring that all United Nations premises are provided with security services at all times. UNMIL will continue improving its communications and information technology infrastructure and, as much as possible, ensure that efficiencies are achieved at all stages. Training and sensitization on conduct and discipline and HIV/AIDS will be conducted for both UNMIL personnel and local populations, especially those situated near the military camps. Other services will include provision of rations, fuel, expendable materials and the equipment that will enable the personnel to perform their duties.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical, administrative and security support for the Mission	4.1.1 Reduction by 7 per cent of reported cases of theft and pilferage (2012/13: 170; 2013/14: 150; 2014/15: 140; 2015/16: 130)
	4.1.2 Continuation of the national staff capacity-building programmes, with increased diversification of programmes and with the following number of staff members certified (2013/14: 84; 2014/15:150; 2015/16: 150)
	4.1.3 Inclusion of protection-of-civilians training in 100 per cent of induction programmes and offering of at least 12 protection-of-civilians workshops, targeting a minimum of 250 UNMIL staff

	4.1.4 Strengthen monitoring and follow-up of compliance with all mandatory courses rolled out by the Mission/United Nations through creation of a database
	4.1.5 Maintain the progressive reduction in the number of motor vehicle accidents with repair costs of more than US$ 500 (2013/14: 20; 2014/15: 35; 2015/16: 20)
	4.1.6 Increase network monitoring for security as well as identify downtime of various types of equipment within the information technology infrastructure

Outputs

Service improvements

- Install an additional 6 closed-circuit television cameras in various UNMIL premises and an additional 10 items of data storage equipment so as to enhance security, with the aim of reducing pilferage and theft of United Nations assets, as well as enhance security for United Nations personnel
- Introduction of 5 new knowledge areas for national staff capacity-building, inter alia: peacebuilding and development studies; project management, monitoring and evaluation; establishing an agrobusiness; water resource management; and supply chain management, targeting 150 staff members
- 100 per cent of all new UNMIL personnel trained in protection of civilians
- 100 per cent of the personnel targeted for any mandatory course trained
- Train 100 per cent of new personnel who have been issued United Nations driving permits in "all terrain driving" to improve driving skills
- Deploy event management visual tools to monitor network status and security incidents in real time

Military, police and civilian personnel

- Emplacement, rotation and repatriation of up-to-strength personnel: 4,678 military contingent personnel, 133 military observers, 498 United Nations police officers and 1,265 formed police personnel
- Storage and supply of 4,031.5 tons of rations
- Implementation of a conduct and discipline programme, including on the prevention of sexual exploitation and abuse, for all military, police and civilian personnel, including training, prevention, reception of complaints and monitoring of follow-up investigations and requests for disciplinary action
- Administration of up to 1,455 civilian staff, comprising 398 international staff, 853 national staff and 204 United Nations Volunteers
- Quarterly broadcasts to the field offices on human resource policies summarizing the key points of relevant policies and providing frequently asked questions and answers

Facilities and infrastructure

- 100 per cent physical verification of United Nation-owned equipment

- Maintenance and repair of 53 military/formed police unit sites, 7 United Nations police premises, and 13 civilian staff premises at 73 locations altogether
- Provide sanitation services for all UNMIL premises, including sewage and garbage collection and disposal. Operation and maintenance of 35 United Nations-owned water purification plants in 28 locations
- Operation and maintenance of 218 United Nations-owned generators in use at all UNMIL locations, not connected to the public electrical reticulation and not supported by contingent-owned generators
- Supply of 11.4 million litres of diesel and petrol for an average of 218 United Nations-owned generators and 266 contingent-owned generators
- Maintenance and renovation of 864 kilometres of roads (supply routes)
- Maintenance and repair of 6 airfields, 7 terminal facilities and 22 helicopter landing sites
- Operation and maintenance of 15 United Nations-owned waste treatment plants
- Closure and clean-up of from 9 to 14 closed camps, including for environmental compliance (provided that the drawdown resumes)
- Deliver 6 awareness training courses and briefings on environmental emergency procedures and clean-up operations to military and police units and engineering staff who are involved in environmental clean-up and waste disposal
- Conduct 12 joint on-site environmental inspections and assessments to ensure safety from environmental hazards and risks on all UNMIL sites/locations
- Verification and monitoring of 100 per cent of major equipment (approximately 3,226 items) and 22 self-sustainment categories of 15 formed military and 8 police units on a quarterly basis
- Conduct of 230 periodic inspections and 46 operational readiness inspections
- 184 contingent-owned-equipment verification reports submitted to Headquarters in order to facilitate the reimbursement of contributing Governments, involving 1,816 man-days on inspections (1,288 civilian international staff and 528 military staff officers)
- 4 quarterly overview letters on Mission-wide assessments of contingent-owned-equipment capabilities and performance
- 2 meetings of contingent-owned Equipment/memorandum of understanding management review board conducted

Ground transportation

- Operation and maintenance of 857 United Nations-owned vehicles and vehicular equipment, in 9 workshops at 8 locations and in 5 outsourced repair-and-maintenance workshops and 1 panel beating workshop
- Supply of 4.1 million litres of fuel for grounds transportation to 722 United Nations-owned and 1,170 contingent-owned vehicles (excluding trailers and vehicle attachment)
- Operation of a daily shuttle service 7 days per week for an average of 1,000 United Nations personnel per day to and from their accommodation to their office

Air transportation

- Operation and maintenance of 2 fixed-wing and 11 rotary-wing aircraft, including 3 (Mi-24) military attack helicopters shared with UNOCI
- Supply of 3.4 million litres of aviation fuel for air operations support aircraft (2 fixed-wing and 11 rotary-wing)
- 4,583 flight hours (1,010 for 2 fixed-wing aircraft and 3,573 for 11 rotary-wing aircraft) including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search-and-rescue flights, border patrols and other flights

Naval transportation

- Operation and maintenance of 1 boat
- Supply of 0.65 million litres of fuel

Communications

- Support and maintenance of a satellite network consisting of 1 Earth station hub to provide voice, fax, video and data communications
- Support and maintenance of 19 very-small-aperture terminal systems, 35 telephone exchanges and 72 microwave links
- Support and maintenance of 74 very-high-frequency (VHF) repeaters and transmitters
- Support and maintenance of 1 FM radio broadcast station in 1 radio production facility

Information technology

- Support and maintenance of 21 servers, 868 desktop computers, 829 laptop/notebook computers and 191 printers/digital senders in all UNMIL locations
- Support and maintenance of 12 local area networks (LAN) and 1 wide area network (WAN) for 3,500 users in all UNMIL locations (note that, with the migration to the Microsoft Exchange, more accounts are required, especially for the military and police, as they use generic accounts, which must be re-created each time that an officer is rotated)
- Support and maintain wireless area network
- Support and maintenance of an Internet connection through 1 terrestrial transborder connection and one undersea optic cable
- Production, maintenance and distribution of 4,200 operational maps of various types, thematic maps, satellite image maps, digital maps and related geospatial services in support of the Mission's operations
- Implementation of 22 rounds of half-day training in Global Positioning System/geographic information system and mapping-related training for military observers and staff officers
- Provision of 111,370 square kilometres of coverage of geospatial data collection, creation and management, representing 100 per cent of the Mission's area of operation, is expected for the Mission's ongoing operations. Provision of web-based mapping services using the ArcGIS Server to cover 100 per cent of the mission's area of operation for terrain and site analysis, visualization and management of the mission's resources

Medical

- Operation and maintenance of 3 level I clinics and 6 health posts; and 3 level II hospitals and 18 emergency and first-aid stations for all Mission personnel
- Maintenance of Mission-wide land and air evacuation arrangements from all United Nations locations, including to a level IV hospital in Ghana and a level V hospital in South Africa
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel. Conduct 20 mandatory induction training sessions for all newly deployed UNMIL civilian, United Nations police and military observers
- Conduct 18 outreach HIV/AIDS awareness-training sessions and voluntary HIV testing outreach for contingents deployed in the counties
- Conduct 30 joint inspections with unit commanders to ensure proper disposal of waste by military and police medical units

Security

- Provision of security services 24 hours per day, 7 days per week, for all Mission premises/installations
- 24-hour close protection for senior Mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new Mission staff
- 225 security guard posts providing security services 7 days per week at all UNMIL facilities in all 15 counties of Liberia
- Fire drills for all United Nations personnel and warden training twice yearly
- 2 concentration and evacuation/relocation exercises for United Nations personnel
- Annual update of country-specific security plan and security risk assessment

External factors

The above goals will be achieved only if the security situation remains stable and the vendors supply required materials and goods on time. Achievement also depends on the non-recurrence of the Ebola outbreak

Table 5
Human resources: component 4, support

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Total international***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved 2014/15	–	–	3	1	1	**5**	2	–	**7**
Proposed 2015/16	–	–	3	1	1	**5**	1	–	**6**
Net change	–	–	–	–	–	–	**(1)**	–	**(1)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Total international	National staff[a]	United Nations Volunteers	Total
Mission Support Division Office of the Director of Mission Support									
Approved 2014/15	–	1	19	17	45	**82**	133	52	**267**
Proposed 2015/16	–	2	14	20	42	**78**	122	48	**248**
Net change	**–**	**1**	**(5)**	**3**	**(3)**	**(4)**	**(11)**	**(4)**	**(19)**
Supply Chain									
Approved 2014/15	–	1	5	9	29	**44**	125	32	**201**
Proposed 2015/16	–	–	3	7	19	**29**	76	21	**126**
Net change	**–**	**(1)**	**(2)**	**(2)**	**(10)**	**(15)**	**(49)**	**(11)**	**(75)**
Service Delivery									
Approved 2014/15	–	1	10	15	50	**76**	367	96	**539**
Proposed 2015/16	–	–	9	14	51	**74**	371	89	**534**
Net change	**–**	**(1)**	**(1)**	**(1)**	**1**	**(2)**	**4**	**(7)**	**(5)**
Subtotal, Mission Support Division									
Approved 2014/15	–	3	34	41	124	**202**	625	180	**1 007**
Proposed 2015/16	–	2	26	41	112	**181**	569	158	**908**
Net change	**–**	**(1)**	**(8)**	**–**	**(12)**	**(21)**	**(56)**	**(22)**	**(99)**
Security Section									
Approved 2014/15	–	–	1	7	61	**69**	156	–	**225**
Proposed 2015/16	–	–	1	5	57	**63**	149	–	**212**
Net change	**–**	**–**	**–**	**(2)**	**(4)**	**(6)**	**(7)**	**–**	**(13)**
Approved 2014/15	–	3	38	49	186	**276**	783	180	**1 239**
Proposed 2015/16	–	2	30	47	170	**249**	719	158	**1 126**
Net change	**–**	**(1)**	**(8)**	**(2)**	**(16)**	**(27)**	**(64)**	**(22)**	**(113)**

[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 27 posts (28 abolished and 1 redeployed)

National staff: net decrease of 64 posts (70 abolished, 3 established and 3 redeployed)

United Nations Volunteers: net decrease of 22 positions (23 abolished and 1 redeployed)

UNMIL: Mission support staffing summary

134. UNMIL has conducted the staffing review needed to reflect the new mandate, Mission downsizing and the related change in functions and workload, as well as to realign its Mission support structures to the recommended model of the global field support strategy. Based on functions, some sections are merged while staff from other sections are pulled together under new organizational units on the basis of

their functional duties, in accordance with the principle driven by the global field support strategy.

135. In line with global field support strategy recommendations, UNMIL proposes the establishment of a combined/shared office of the Director of Mission Support and the Deputy Director of Mission Support. UNMIL further proposes the establishment, as separate units, of two new offices, with a reporting line to the Director of Mission Support through the Senior Administrative Officer, namely, (a) the Audit, Risk, Compliance and Board of Inquiry Unit, whose staffing was formerly associated with the Office of the Director of Mission Support; and (b) the Occupational Health and Safety and Environment Unit whose staff was formerly associated with the Office of the Director of Mission Support in the case of environmental protection, with the Office of the Chief of Service Delivery. The purpose of the set-up of these Units outside the managerial front offices is to increase the visibility of their respective activities, which are considered critical for the Mission.

136. Notwithstanding staffing reductions across the board, offices that continue to exist in their present form but that (especially considering the global field support strategy restructuring that took place during the 2014/15 financial period) are changing reporting lines include:

- The Finance and Budget Section, which no longer reports to the Chief, Supply Chain Management, but rather to the Deputy Director of Mission Support
- The Human Resource Management Section, the Information Management Unit, and the Communications and Information Technology Section, which no longer report to the Chief, Service Delivery, but rather to the Deputy Director of Mission Support. The Communications and Information Technology Section is also renamed Geospatial Information Technology and Telecommunications Services
- The Movement Control Section, which no longer reports to the Chief, Supply Chain Management (as during the 2014/15 financial period), but rather to the Chief, Service Delivery
- The Information Management Unit, which no longer reports to the Chief, Service Delivery, but rather to the Deputy Director of Mission Support

137. It is to be recalled that, during the 2014/15 financial period, UNMIL had already formed the two main pillars for Supply Chain Management and Service Delivery. However, the recently issued new global field support strategy guidance, requires that certain changes be made in the structure of the respective pillars, as well as in the actual staff whose functions and skills set are to reflect the new tasks to be undertaken by the two pillars.

138. The Office of the Chief, Supply Chain Management, during the 2014/15 financial period was formed largely on the basis of the previously existing Office of the Chief, Administrative Services, and was thus headed by a staff member holding a post at the D-1 level with responsibilities for finance and budget, procurement, property management, contingent-owned equipment verification, movement control and supply/central warehouse. A Claims Unit was part of the establishment of the main office of the Chief, Supply Chain Management. With the new global field support strategy guidance, functions such as finance and budget and human resource management fall under the oversight of the Deputy Director of Mission Support. Thus, the existing D-1 post of Chief, Supply Chain Management, is proposed to be

redeployed as a Deputy Director of Mission Support post, at the D-1 level, with a support team consisting of 1 P-3 and 1 Field Service post, and a second Field Service post for welfare activities) also joining the shared office of the Director and Deputy Director of Mission Support.

139. In line with the necessary merger of similar functions, the Claims Unit, previously part of the establishment of the Office of the Chief, Supply Chain Management, is proposed to merge with the existing Property Management Section and the Contingent-owned Equipment Verification Unit into a combined section — still to be called the Property Management Section, but for the 2015/16 budget period — which will include responsibilities for overseeing United Nations property, contingent-owned equipment and claims.

140. The Office of the Chief, Supply Chain Management, has therefore to be newly staffed with personnel of strong credentials in the areas of planning, sourcing, requisitioning and management of assets. Posts with such functions were found to exist within the Office of Chief, Service Delivery. Thus, the existing Office of Service Delivery is proposed to provide the staffing for both the restructured Office of Supply Chain Management and the restructured Office of Service Delivery for the 2015/16 period, except that the post of Chief, Supply Chain Management, will utilize the existing P-5 post of the Chief, Supply Section/Central Warehouse.

141. Within the Service Delivery Pillar, notable changes include, as described above: the redeployment of staff from the Office of the Chief, Service Delivery, to the new Office of Supply Chain Management; and the redeployment of the Environment Officers (1 P-3 and 2 National Professional Officers) from the Office of the Chief, Service Delivery, to the new Occupational Health, and Safety and Environment Unit. They will report to the Director of Mission Support through the Senior Administrative Officer. The Chief, Service Delivery post (D-1) is reclassified to the P-5 level, in line with the general downsizing of the Mission. Offices that continue to report to the Chief, Service Delivery, include the Medical Section, the Engineering Section, Aviation and Transport.

142. It is proposed that for the 2015/16 budget period, the Movement Control Section, as described above, report to the Chief, Service Delivery, in order to maintain the required close coordination link with surface and air transport, i.e., with the Aviation and Transport Sections. Also, it is proposed that in 2015/16, the HIV/AIDS Unit be redeployed to Mission Support from the former Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance). The HIV/AIDS Unit will report to the Chief, Service Delivery.

143. During the 2014/15 financial period, UNMIL established a Central Warehouse under the Supply Section with responsibilities for assets of supply, transport and communications and information technology. The new global field support strategy guidance provides for separation of the general acquisition and warehousing functions from the management of strategic commodities such as rations, fuel and other major supplies. Accordingly, the existing Supply Section/Central Warehouse is reorganized into two distinct sections, namely, the Integrated Warehouse, under Supply Chain Management, and Life Support (fuel, rations and major supplies), under Service Delivery.

144. Finally, UNMIL proposes changes in its human resource management settings in response to the new global field support strategy guidance. The Integrated Mission Training Centre, previously part of the Human Resources Management

Section, will begin reporting to the Deputy Director of Mission Support as a separate section. The Human Resources Management Section, while retaining all of its human resource functions, in addition to the already included travel and counselling services, will expand to incorporate the management of the United Nations Volunteers. With regard to the United Nations Volunteers, the separately existing United Nations Volunteers Support Office (which previously reported to the Chief, Administrative Services, and subsequently, in 2014/15, to the Chief, Service Delivery) will be subsumed within the Human Resources Management Section and report to the Chief Civilian Personnel Officer.

Office of the Director of Mission Support/Deputy Director of Mission Support

International staff: net increase of 1 post (redeployment of 1 D-1, 1 P-3 and 2 Field Service posts from Chief, Supply Chain Management, of 1 P-5 post from the Office of the Chief, Service Delivery, and of 1 P-4, 1 P-3, 1 P-2 and 1 Field Service post to the Audit, Risk, Compliance and Board of Inquiry Unit)

United Nations Volunteers: decrease of 2 positions (redeployment of 1 United Nations Volunteer position to the Audit, Risk, Compliance and Board of Inquiry Unit, and 1 United Nations Volunteer position to the Occupational Health and Safety and Environment Unit)

145. The Office of the Director of Mission Support coordinates and manages all the support activities required for the fulfilment of the mandate of the Mission. With the implementation of the global field support strategy, the Office of the Director of Mission Support has an expanded responsibility to ensure that Mission support structures perform more efficiently through better coordination, consolidation of functions and proactive planning of delivery of support services. Based on the recommended global field support strategy model, UNMIL proposes to establish, during the 2015/16 budget period, a shared Office of the Director of Mission Support and the Deputy Director of Mission Support.

146. So that the Director of Mission Support can be assisted in performing a more strategic role, the Deputy Director of Mission Support function is being established to enable the undertaking of the overall coordination of cross-cutting issues and day-to-day operational management.

147. The role of the Deputy Director of Mission Support will include securing essential human and financial resources for the Mission and advising on budget planning and utilization; providing oversight for delivery of compliant financial reports; overseeing workforce planning and recruitment services in the Mission; overseeing the planning and delivery of enabling geospatial, information technology and communications services; and providing strategic guidance on matters related to Mission leadership.

148. The Deputy Director of Mission Support will oversee the Mission support committees and boards, discharge other functions delegated by the Director of Mission Support and ensure the coordination of the priority activities of the Mission. The Mission Support Operational Centre will support the Director and Deputy Director of Mission Support by providing overall coordination of strategic resourcing, service delivery and the supply chain for major Mission support projects. The Deputy Director will serve as Officer-in-Charge of Mission Support in the absence of the Director.

149. To fill the D-1 post of Deputy Director of Mission Support, UNMIL proposes to redeploy the existing post of Chief, Supply Chain Management. To enable provision of effective administrative support to the two senior managerial positions, namely, Director of Mission Support (D-2) and Deputy Director of Mission Support (D-1), the new shared front office will be strengthened through the redeployment of 1 P-3 Administrative Officer and 1 Field Service Administrative Assistant from the former Office of the Chief, Supply Chain Management. In addition, 1 Field Service Administrative Assistant in charge of the welfare activities of UNMIL will also be redeployed from the Office of the Chief, Supply Chain Management, to the Office of the Director of Mission Support/Deputy Director of Mission Support. The move is in compliance with the global field support strategy model, which provides that the welfare function shall report to the Director/Deputy Director.

150. The Deputy Chief, Service Delivery, was previously assigned to the Office of the Chief, Service Delivery. The military officer who was envisaged for this post would provide key coordination and liaison with the various uniformed elements of the Mission. The incumbent would bring to the post key skills and a knowledge of logistics, offering a considerable advantage for the effective management and coordination of logistics operations. Even though the UNMIL military component will continue its drawdown, retention of this post is still considered to be critical. It will be maintained at the current P-5 level and redeployed to the Office of the Director/Deputy Director as a Military Liaison Officer post. The aim of the redeployment of the P-5 Deputy Chief, Service Delivery, post to the Office of the Director/Deputy Director as a Military Liaison Officer post, is to achieve better coordination of Mission support activities with the needs of the military and police components.

151. The redeployment of the existing 6 posts handling audit and compliance, respectively, occupational health and safety, from the existing Office of the Director of Mission Support to the two newly created Sections is in line with global field support strategy guidance. The post incumbents perform critical functions in the Mission. Pooling resources under the umbrella of the newly established organizational units will increase the overall effectiveness of the work done and improve compliance with standards and regulations.

Regional Aviation Safety Office for West Africa

International staff: decrease of 1 post (reclassification of 1 P-5 post, Chief, from P-5 to P-4, and abolishment of 1 P-4 post)

152. The Regional Aviation Safety Office for West Africa at UNMIL is responsible for the safety oversight of the air assets of UNMIL, UNOCI, UNIPSIL and UNOWA. The reclassification of the Chief Regional Aviation Safety Officer from P-5 to P-4 is due to the reduced overall fleet of aircraft to be overseen. An existing post of one P-4, Aviation Safety Officer, will be abolished in realigning the section under the leadership of the regraded section chief.

Audit, Risk, Compliance and Board of Inquiry Section

International staff: increase of 4 posts (redeployment of 1 P-4, 1 P-3, 1 P-2 and 1 Field Service post from the Office of the Director of Mission Support/Deputy Director of Mission Support)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position from the Office of the Director of Mission Support/Deputy Director of Mission Support)

153. The establishment of the new Section is in accordance with the recent global field support strategy guidance. It is proposed that the new Section be set up by utilizing existing posts that have been performing related functions within the former Office of the Director of Mission Support.

154. Organizing the audit, risk, compliance and Board of Inquiry functions within a separate unit will facilitate routine reviews and monitoring of the Mission's business processes, adherence to policy guidelines and standard operating procedures. The consolidated Section will ensure that systems are in alignment with the related policies, and that there is effective risk management, entailing collecting, analysing and reporting on key performance indicators; facilitating the timely processing and closure of Board of Inquiry cases; and ensuring complete and timely responses to audit recommendations and observations. The Section will also follow up on the implementation of the audit recommendations by the Sections concerned.

155. The importance of these posts for UNMIL operations is significant. The posts encompass monitoring the operations of the Mission and ensuring that they are in accord with established policies. Therefore, without the proposed post changes, the Mission faces the risk of being deprived of the effective oversight needed to assess, monitor and mitigate risks and prevent financial losses to the organization.

Occupational Health and Safety and Environment Unit

International staff: increase of 1 post (redeployment of 1 P-3 post from the former Office of the Chief, Service Delivery)

National staff: increase of 2 posts (redeployment of 2 National Professional Officer posts from the former Office of the Chief, Service Delivery)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position from the former Office of the Director of Mission Support)

156. The responsibility of the Occupational Health, and Safety and Environment Unit will be to promote health and safety for all UNMIL staff; conduct periodic occupational health, safety and environmental inspections; develop prevention and control measures to ensure the general safety of the workplace; prepare instructions and implement actions for the reduction or elimination of hazards in the workplace; and identify health and safety indicators. Further tasks will include (a) monitoring compliance and occupational safety and health practices; (b) conducting safety and environmental audits in Monrovia and all UNMIL regional offices in Liberia; (c) ensuring environmental protection; and (d) improving environmental standards and behaviours of the Mission.

157. The redeployment of the described posts is lateral, as those encompass existing functions currently undertaken within either the Office of the Director of

Mission Support or the Office of the Chief, Service Delivery. Consolidation of those posts within one organizational unit is recommended under the global field support strategy model.

158. The task of the P-3 Environmental Officer is to introduce and implement the Department of Peacekeeping Operations Environmental Policy and Guidelines in the Mission, provide guidance on the establishment and implementation of the Mission's environmental objectives, and plan and coordinate all activities related to environmental compliance in the military, police and civilian components. He or she is assisted in carrying out these tasks by 2 National Professional Officers. The role of the United Nations Volunteer Occupational Health and Safety Officer will be to ensure compliance with the Department of Peacekeeping Operations Occupational Health and Safety Guidelines, to conduct periodic occupational health, safety and environmental inspections and training courses, and develop prevention and control measures to ensure the general safety of the workplace.

159. The goal of the proposed redeployment of 1 P-3 and 2 National Professional Officer posts from the Office of the Chief, Service Delivery, and 1 United Nations Volunteer from the Office of the Director of Mission Support/Deputy Director of Mission Support to the Occupational Health and Safety and Environment Unit is to achieve a more centralized and coordinated approach to all cross-cutting occupational health and environmental issues confronting the Mission.

Finance and Budget Section

International staff: net decrease of 1 post (reclassification of 1 P-4 post to the P-3 level and abolishment of 1 Field Service post)

National staff: decrease of 2 posts (abolishment of 2 National Professional Officer posts)

United Nations Volunteers: decrease of 2 positions (abolishment of 2 United Nations Volunteer positions)

160. The UNMIL Finance and Budget Sections merged effective 1 July 2014. The new Section continues to have two distinct units. The overlap between the finance and budget functions, which has continued to be minimal and was so even in the past, has arisen for the most part in cases where outstanding obligations and/or commitments were being monitored. The area of overlap has been reduced even further with the introduction of the International Public Sector Accounting Standards for financial reporting.

161. While both the Finance and Budget units conduct analyses of accounts, the purpose of this exercise in one Unit is very different from its purpose in the other. The Finance analyses accounts with a view, for the most part, to ensuring proper accounting treatment, clean-up of receivables and payables, required reconciliations and closing of the open items. The Budget Unit reviews accounts with a view to establishing funding sufficiency, undertaking cost projections, ensuring proper classification of expenses and substantiating budget proposals.

162. The differences between the two Units in terms of their functions are compounded by the fact that UNMIL Finance continues to be very much a service-oriented Unit, with a focus on provision of daily payment services to internal and external clients. The important role of financial accounting and reporting is also

undertaken in line with the International Public Sector Accounting Standards. In contrast, the Budget Unit continues to be responsible for acting within the context of the legislative requirements related to the preparation, implementation and performance of the UNMIL budget. Financial reporting and budget reporting are prepared along different lines with respect to reporting requirements, include different reporting elements and are prepared along different timelines.

163. As long as financial transactions and financial reporting remain the responsibility of UNMIL, in contrast with the Missions where such activities are undertaken by regional support centres, it will be necessary to retain the professional expertise and the dedicated full-time supervision of those at the head of the Finance and Budget Pillars, so as to ensure the daily management of the Units, the achievement of their different objectives, and the production of the deliverables required from each.

164. The workload in the Finance and Budget areas and the significance and complexity of the issues involved continue to demand dedicated full-time supervision. It is not feasible to expect that the fulfilment of such responsibilities can be achieved by a single Chief Finance and Budget Officer if that person has to maintain direct engagement with the various operational subunits in Finance and Budget. A single Chief Finance and Budget Officer can therefore carry out his role successfully only if supported by competent professionals at the head of the main Finance and Budget Units, each of whom, in turn, will ensure that the operational objectives specific to his or her area are achieved.

165. The current structure of the Finance Unit includes several subunits (Accounts, Invoice Processing, Payments, Payroll, Cashier). The subunits are headed by staff members with post levels ranging from P-4 to Field Service-4. It is proposed to streamline the structure of the Finance Unit by establishing a Head of Finance Unit at the P-4 level, with the Finance subunits headed at the P-3 or an equivalent Field Service level. For this purpose, one of the existing P-4 Finance Officers is proposed for reclassification to the P-3 level. The reduction of 1 United Nations Volunteer position in the Budget Unit is in accordance with instructions to reduce the number of support staff in line with the Mission's imminent drawdown. While the reduction in Budget Unit staffing does not reflect a significant workload decrease, it will be achievable through a redistribution of the existing workload, made possible by the greater efficiency and productivity of the remaining staff.

166. The reduction with respect to 4 posts/positions in the Finance Unit (1 Field Service, 1 United Nations Volunteer and 2 national General Service) was decided on the basis of a comprehensive review of the current staffing structure and business processes. As the workload of the Section is expected to gradually decrease with the Mission drawdown, sufficiently trained and experienced staff capacity will be retained in order to refocus priorities and efforts on core functions and realignment of responsibilities.

167. The proposed staffing changes align the staffing numbers more closely with the expected continuing drawdown of the Mission.

Human Resources Management Section

International staff: decrease of 4 posts (abolishment of 2 P-4 posts and redeployment of 1 P-4 and P-3 post to the Integrated Mission Training Centre)

National staff: net decrease of 7 posts (establishment of 1 National Professional Officer post, redeployment of 2 national General Service and 2 National Professional Officer posts to the Integrated Mission Training Centre, redeployment of 1 national General Service post from the United Nations Volunteers Support Office and abolishment of 5 national General Service posts)

United Nations Volunteers: net decrease of 3 positions (redeployment of 4 United Nations Volunteer positions to the Integrated Mission Training Centre, redeployment of 3 United Nations Volunteer positions from the United Nations Volunteers Support Office and abolishment of 2 United Nations Volunteers positions)

168. Within the mandate of the Mission and its delegated authority, the Human Resources Management Section is responsible for the provision of human resources support to international and national civilian personnel, including consultants and individual contractors. The Human Resources Management Section is responsible for the oversight and administration of all human resources-related matters connected with recruitment, staff administration entitlements and travel. The Section provides integrated and strategic human resources management services and supports the Mission in the areas of manpower planning and post and staffing table management; recruitment, selection and on-boarding of staff; administration of staff entitlements and benefits, including separations; time and attendance administration; performance management; and career development. In addition, the Human Resources Management Section provides support to the personnel administration of the United Nations police/Military Cell.

169. The Staff Counselling Unit supports staff over the difficult and sometimes hazardous period of deployment and provides psychosocial services during times of crisis or following critical incidents. The Unit's services encompass the following areas: counselling, assessment and consultations; critical-incident interventions; training and outreach; research; information and educational resources; welfare; and other related psychosocial support services.

170. In line with the global field support strategy model, it is proposed that for the 2015/16 budget period, the Human Resources Management Section should report to the Deputy Director of Mission Support rather than to (as was the case in the 2014/15 budget period) the Chief, Service Delivery.

171. As part of global field support strategy restructuring, UNMIL proposes to incorporate the separately existing United Nations Volunteers Support Office as part of the Human Resources Management Section, thus bringing under one umbrella the services for all civilian personnel.

172. At the same time, the global field support strategy model requires that the Integrated Mission Training Centre should no longer be part of the Human Resources Management Section and, instead, should report directly to the Deputy Director of Mission Support.

173. In line with the downsizing of the Mission, UNMIL expects the workload for the human resources and counselling services to be reduced. This being the case, it

is proposed to abolish 1 P-4 Human Resources Officer, 1 P-4 Staff Counsellor and 1 national General Service Human Resources Assistant post.

174. In previous financial periods, 4 national General Service and 1 United Nations Volunteer Human Resources post were loaned to the Integrated Mission Training Centre, whose separation from the Human Resources Management Section is now proposed. As those posts were not performing human resources-related functions in the past, they are proposed for abolishment in the Human Resources Management Section. Under the umbrella of the newly structured Integrated Mission Training Centre, the redeployment of 1 P-4, 1 P-3, 2 National Professional Officer, 2 national General Service and 4 United Nations Volunteer posts/positions is justified accordingly.

175. UNMIL has made great efforts to ensure that national capacities are utilized whenever possible. For the reason given, the Mission proposes to establish 1 Human Resources Officer (National Professional Officer category) post while at the same time abolishing 1 United Nations Volunteer internationally recruited personnel member.

176. Further, the justification for corresponding staff movement in connection with the United Nations Volunteers Support Office, involving 3 United Nations Volunteer positions and 1 national General Service post, is provided under the staffing change in the United Nations Volunteers Support Office. These civilian staff deployed from the United Nations Volunteers Support Office will be incorporated in the Human Resources Management Section and will report to the Chief Civilian Personnel Officer.

177. The Human Resources Management Section will continue to deliver personnel administration, travel and counselling services effectively while reducing the number of staff. The proposed establishment of 1 National Professional Officer post, linked to the abolishment of 1 internationally recruited United Nations Volunteer position, is in compliance with the objective of nationalizing functions whenever possible. Furthermore, the National Professional Officer will have the right to be able to undertake certain functions for which United Nations staff member status is a requirement (e.g., accessing the human resources systems in use).

Integrated Mission Training Centre

International staff: increase of 2 posts (redeployment of 1 P-4 and 1 P-3 post from the Human Resources Management Section)

National staff: increase of 6 posts (redeployment of 2 National Professional Officer and 2 national General Service posts from the Human Resources Management Section and establishment of 2 national General Service posts)

United Nations Volunteers: increase of 4 positions (redeployment of 4 United Nations Volunteer positions from the Human Resources Management Section)

178. The main responsibility of the UNMIL Integrated Mission Training Centre is to coordinate the development and implementation of a comprehensive training plan designed to support mandate implementation. The Centre targets learning and development programmes to all national and international civilians, United Nations police, military observers and military staff officers and covers strategic and cross-

cutting individual and collective training as well as mandate-specific operational and mission-specific training needs.

179. The UNMIL Integrated Mission Training Centre, thus far a part of the Human Resources Management Section, has had authorized staffing of 10 personnel. Over the years, the programme expanded to include capacity development for national staff so as to ensure their job continuity in the local market after the liquidation of the Mission. The Integrated Mission Training Centre therefore required an increase in human resources in order to deliver its programme. To fill the personnel gaps, the unit availed itself of 4 national General Service posts and 1 United Nations Volunteer position loaned from the Human Resources Management Section. As the Integrated Mission Training Centre is being separated from the Human Resources Management Section, the Section proposes the abolishment of its loaned posts, as the staff occupying those posts no longer perform human resources-related functions. However, the Integrated Mission Training Centre needs the services of 2 national General Service Training Assistants whose posts no longer exist in the Human Resources Management Section. The establishment of the 2 national General Service posts is proposed in order to sustain the Centre's training services and to enhance the capacity-building for national staff.

180. The 2 national General Service Training Assistants will be responsible for the design of training materials and the delivery of learning and development programmes to all categories of staff within the Mission. With the downsizing of the Mission, there is an urgent need to increase the number of capacity-building programmes targeting national staff, entailing the use of in-house resources for programme delivery. The 2 Training Assistants will therefore be responsible for research and promotion of relevant learning and training activities, including in-house and mandatory training courses. They would also form part of a team responsible for career development of staff, especially when it is expected that many staff will be retrenched. The career development activities would include robust training programmes designed to assist staff who are to be retrenched in finding jobs outside the United Nations as well as assistance to the substantive sections in delivering training to Liberian counterparts.

Mission Support Operation Centre

International staff: decrease of 1 post (reclassification of 1 P-5 post, Chief, from P-5 to P-4, and abolishment of 1 P-4 post)

National staff: decrease of 3 posts (abolishment of 3 national General Service posts)

181. In line with the downsizing of the Mission, closure of camps and phasing out civilian and military personnel, the workload of the section is expected to be progressively reduced. In line with the drawdown, it is proposed to reclassify the 1 P-5 Section Chief's position to P-4, Chief. 1 P-4, Logistics Officer, will be abolished to match the new level of supervision of this Office. In proposing to abolish 3 national General Service posts, UNMIL has taken into account the fact that the Section's main work consists in ensuring coordinated service provision. As some of the national personnel carried out the daily coordination of the operations for supply and resupply to the camps, with the closure of the camps/premises these duties are no longer required.

Information Management Unit

International staff: decrease of 1 post (abolishment of 1 Field Service post)

182. The Unit manages UNMIL records. Management encompasses archiving and daily movement of Mission documents. The work includes organizing for courier services, receipt and distribution of all mail to UNMIL offices and the maintenance of the UNMIL Intranet "POINT". With the new global field security strategy guidance, the Information Management Unit is proposed to change its reporting line, shifting from the Chief, Service Delivery, to the Deputy Director of Mission Support.

183. The abolishment of 1 Field Service post is based on the anticipated workload in the Information Management Unit in line with the downsizing of the Mission.

Geospatial, Information Technology and Telecommunications Services

International staff: decrease of 4 posts (abolishment of 1 P-4 and 3 Field Service posts)

National staff: decrease of 7 posts (abolishment of 7 national General Service posts)

United Nations Volunteers: decrease of 3 positions (abolishment of 3 United Nations Volunteer positions)

184. The Communications and Information Technology Section is renamed, as recommended in the global field support strategy guidance, as Geospatial, Information Technology and Telecommunications Services. The Section maintains the Mission's telecommunications infrastructure, including data centres, telephone exchanges, microwave and satellite stations, and radio telecommunication networks, as well as computers, printers and telephones, geographic information systems and the associated databases and software installations and services.

185. Following the recent global field support strategy guidance, for the budget period, Geospatial, Information Technology and Telecommunications Services will report to the Deputy Director of Mission Support instead of (which was the case during the 2014/15 period) to the Chief, Service Delivery.

186. The migration of various applications to the global support centres, the United Nations Logistics Base at Brindisi, Italy/United Nations Support Base in Valencia, and other changes, e.g., the move to cloud computing (server and desktop virtualization), are expected to result in efficiencies and a reduced workload. The progressive downsizing of the Mission over the years has led to a reduction in the number of items of equipment to be maintained, as well as in the number of personnel being served. UNMIL therefore proposes the abolishment of 1 P-4, 3 Field Service and 7 national General Service posts and 3 United Nations Volunteer positions in the Geospatial, Information Technology and Telecommunications Services.

Office of the Chief, Supply Chain Management

International staff: net decrease of 2 posts (abolishment of 1 P-4 post, redeployment of 1 D-1, 1 P-3 and 2 Field Service posts to the Office of the Director of Mission Support/Deputy Director of Mission Support, redeployment of 1 P-5 post from the Integrated Warehouse and redeployment of 1 P-3 and 1 Field Service post from the Office of the Chief, Service Delivery)

National staff: decrease of 4 posts (redeployment of 4 national General Service posts to the Property Management Section)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer)

187. The Office of the Chief, Supply Chain Management (formerly the Chief, Administrative Services), was established during the 2014/15 financial period. It had supervisory and administrative responsibilities over the Property Management, Movement Control and Procurement Sections, the Supply Section/Central Warehouse, the Contingent-owned Equipment Verification Unit, and the Finance and Budget Section. According to the new global field support strategy guidance, which provides that the Supply Chain Management pillar for a smaller mission has narrower responsibilities, for the 2015/16 budget period, this Office will supervise only the Procurement Section, the Property Management Section and the Integrated Warehouse.

188. Linked to the strengthening of the senior Mission Support leadership, UNMIL proposes that the existing D-1 post of Chief, Supply Chain Management, together with his or her support team (comprising 1 P-3 and 1 Field Service post) be redeployed to the combined Office of the Director of Mission Support/Deputy Director of Mission Support. The welfare function, which was formerly incorporated within the Office of the Chief, Supply Chain Management, is also proposed for redeployment to the Office of the Director of Mission Support/Deputy Director of Mission Support.

189. In accordance with the guidance on consolidating similar functions, UNMIL proposes the redeployment of the Claims Unit under an expanded Property Management Section. The Claims Unit is redeployed with the abolishment of 1 P-4 Chief, Claims, and Property Survey Officer post and 1 United Nations Volunteer Claims Officer position in line with the reduction of workload due to the downsizing of the Mission and considering that sufficient management expertise is available with the existing P-4 Chief, Property Management. Therefore, 4 national Claims Assistants are redeployed from the former Office of the Chief, Supply Chain Management, to the newly expanded Property Management Section.

190. With the outgoing redeployments of all formerly existing posts under the Chief, Supply Chain Management, there is a need to fully staff the office with new positions which will adequately reflect the nature of the responsibilities of the Chief, Supply Chain Management, and the support that he or she requires from his or her team. The existing P-5 Chief Supply Officer is proposed to be redeployed from the Supply Section/Central Warehouse existing in 2014/15 as Chief, Supply Chain Management, since this post already entails significant responsibilities for the management of multiple assets and commodities, as well as expertise requirements consistent with the functional duties of the Chief, Supply Chain Management. As the support team of the office also needs to be newly formed, UNMIL proposes to

use for this purpose the positions within the existing Office of the Chief, Service Delivery, namely, 1 P-3 Administrative Officer and 1 Field Service Administrative Assistant position.

Property Management Section

International staff: increase of 3 posts (redeployment of 3 Field Service posts from the Contingent-owned Equipment Verification Unit)

National staff: net increase of 4 posts (redeployment of 2 national General Service posts from the Contingent-owned Equipment Verification Unit, redeployment of 4 national General Service posts from Supply Chain Management and abolishment of 2 national General Service posts)

United Nations Volunteers: net increase of 3 positions (redeployment of 4 United Nations Volunteer positions from the Contingent-owned Equipment Verification Unit and abolishment of 1 United Nations Volunteer position)

191. The Property Management Section is responsible for the oversight functions of all properties and inventories in UNMIL, including receiving, inspection, control, write-off and disposal of property. Currently, the Section includes 3 Units: the Receiving and Inspection Unit, the Property Control and Inventory Unit and the Property Disposal Unit. The Section also monitors best practices as well as key performance indicators in supply chain and property management and is responsible for the financial reporting on the Mission's inventory.

192. In line with the global field support strategy structure, for the 2015/16 budget, it is proposed to merge the existing Property Management Section with the former Contingent-owned Equipment Verification Unit (which existed as a separate section under Supply Chain Management) and the Claims Unit (which was part of the Office of the Chief, Supply Chain Management).

193. The expanded section will therefore fulfil all the functions discharged by the previously existing organizational units.

194. With the progressive drawdown of the Mission, the Section's workload is expected to be reduced, particularly in the areas of property control and inventory, as the number of assets to be verified and controlled has been decreasing. The reduced workload therefore allows for the abolishment of 1 United Nations Volunteer position and 2 national General Service posts.

195. The Contingent-owned Equipment Unit is responsible for managing the memorandums of understanding between the United Nations and the troop-contributing countries/police-contributing countries and ensuring that the contingent-owned equipment deployed by the contingents meets the operational requirements of the Mission. The Unit conducts verification inspections of the contingent-owned equipment and generates verification reports which form the basis for reimbursements to troop-contributing countries/police-contributing countries.

196. The Claims Unit reviews third-party and uninsured claims, prepares cases for deliberation by the Local Claims Board, follows up on recommendations and initiates payments, as necessary. The Unit also works with SAU on pending write-off cases and organizes Board of Survey inspections, and prepares Local Property

Survey Board and Headquarters Property Survey Board cases, while conducting follow-up on their recommendations and taking action thereafter.

197. The Contingent-owned Equipment Verification Unit and the Claims Unit are proposed to be merged under the Property Management Section while retaining their original functions, with, however, reduced staffing numbers, as indicated in the justification for staffing change under the respective Units.

198. The merging of existing different units/sections into one expanded section is in line with the global field support strategy principle of consolidation of similar functions. The merger will also provide more flexibility in respect of assigning staff to functions that are linked depending on fluctuating workload in the different areas. It allows for the abolishment of 1 P-4 post in the Claims Unit and 1 P-3 post in the Contingent-owned Equipment Verification Unit without a consequential negative effect on the work, as the management expertise is available within a single Chief Property Management Section.

Contingent-owned Equipment Verification Unit

International staff: decrease of 4 posts (abolishment of 1 P-3 post and redeployment of 3 Field Service posts to the Property Management Section)

National staff: decrease of 2 posts (redeployment of 2 national General Service posts to the Property Management Section)

United Nations Volunteers: decrease of 4 positions (redeployment of 4 United Nations Volunteer positions to Property Management)

199. The phased military drawdown which began starting from the 2012/13 financial year has reduced UNMIL military strength as well as the amount of contingent-owned equipment deployed to Liberia. The equipment verification workload has been expected to be reduced. With the proposed redeployment of the Contingent-owned Equipment Verification Unit to the expanded Property Management Section, the current P-3 Chief Contingent-owned Equipment Officer post is proposed to be abolished. The P-4 Chief of Property Management will, in addition to his or her own duties, oversee contingent-owned equipment work.

Procurement Section

International staff: decrease of 2 posts (abolishment of 1 P-3 and 1 Field Service post)

National staff: decrease of 1 post (abolishment of 1 national General Service post)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

200. In line with the downsizing of the Mission, UNMIL proposes the abolishment of 4 Procurement posts/positions (1 P-3, 1 Field Service, 1 United Nations Volunteer and 1 national General Service post), and expects to deliver the required level of procurement services with a lesser number of staff.

Integrated Warehouse (formerly Supply Section/Central Warehouse)

International staff: decrease of 14 posts (abolishment of 2 Field Service posts, redeployment of 1 P-4, 1 P-3 and 9 Field Service posts to Life Support and redeployment of 1 P-5 post to Supply Chain Management)

National staff: decrease of 48 posts (abolishment of 12 national General Service posts and deployment of 36 national General Service posts to Life Support)

United Nations Volunteers: decrease of 12 positions (abolishment of 2 United Nations Volunteer positions and redeployment of 10 United Nations Volunteer positions to Life Support)

201. During the 2014/15 budget period, UNMIL merged Supply, Transport and Communications and Information Technology acquisitioning and warehousing functions under the Supply Section/Central Warehouse. The new global field support strategy guidance recommends that acquisition, warehousing and requisitioning functions should be separated from the management of critical contracts (for fuel, rations and other major supplies), with acquisition, warehousing and requisitioning functions remaining under Supply Chain Management and critical functions falling under the supervision of the Chief, Service Delivery.

202. The Integrated Warehouse is formed on the model of the previously existed Central Warehouse, retaining acquisition, warehousing and requisitioning functions with regard to regular Mission commodities, materials, spare parts and equipment. The functions related to the management of "life support" major contracts are to be set out within a different Life Support Section under the Service Delivery pillar.

203. It is proposed that in 2015/16, the existing Central Warehouse functions be divided, as recommended under the global field support strategy model, between the Integrated Warehouse and Life Support, the latter dealing with fuel, rations and other strategic supplies. Life Support will report to the Chief, Service Delivery. The Integrated Warehouse will report to the Chief, Supply Chain Management, and will deal mainly with asset management, which includes forecasting, planning, requisitioning and replenishment, monitoring of the inventory, and managing warehouses for all UNMIL equipment and inventory.

204. In line with the overall downsizing of the Mission, it is proposed that 16 posts/positions (2 Field Service, 12 National General Service and 2 United Nations Volunteer) be abolished. With the separation of fuel and rations management within a separate section, it is proposed that the Integrated Warehouse be headed at the P-3 level by the occupant of a P-3 Supply Officer post existing in the present structure. The P-5 Chief, Supply Section, is proposed to assume greater responsibilities by redeploying the existing post as that of Chief, Supply Chain Management, who is to head the respective Office.

205. The restructuring of the supply and warehousing functions within two distinct organizational units is the approach recommended by the global field support strategy. The abolishment of posts results in a leaner staffing structure through smaller numbers.

Service Delivery (formerly Office of the Chief, Service Delivery)

International staff: net decrease of 4 posts (reclassification of 1 D-1 post to the P-5 level, redeployment of 1 P-5 post to the Office of the Director of Mission Support/Deputy Director of Mission Support, redeployment of 1 P-3 and 1 Field Service post to Supply Chain Management and deployment of 1 P-3 post to the Occupational Health and Safety and Environment office)

National staff: decrease of 3 posts (abolishment of 1 national General Service post and redeployment of 2 National Professional Officer posts to the Occupational Health and Safety and Environment office)

206. Service Delivery is formed on the basis of the model of the existing Office of the Chief, Service Delivery (formerly Chief, Integrated Support Services) and will serve as the head office for one of the two main global field support strategy pillars. The office will coordinate all the services offered by the various sections reporting to the Chief, Service Delivery. The most recent global field support strategy guidance provided new recommendations regarding which sections should report to Service Delivery, Supply Chain Management and the Deputy Director of Mission Support. For the 2015/16 financial period, the functions falling under Service Delivery will include Life Support (rations, fuel and major supplies), Engineering, Transport, Aviation, Movement Control, the Medical Section and the HIV/AIDS Unit.

207. The proposed changes follow the recommendations provided in the recent global field support strategy guidance. The downward reclassification of the D-1 Chief, Service Delivery, post reflects the continued downsizing of UNMIL and alignment to a structure recommended by the strategy for smaller-sized missions.

208. The abolishment of the 1 national General Service post is also a reflection of an anticipated reduction in the workload, in line with the downsizing of UNMIL.

209. The three environmental posts are redeployed to the newly established Occupational Health and Safety and Environment Unit together with the respective functions and incumbent staff.

210. The Deputy Chief, Service Delivery, is redeployed to the Office of the Director of Mission Support/Deputy Director of Mission Support as a Military Liaison Officer so as to ensure that the Office has the necessary capacity to coordinate plans and service delivery with the uniformed elements of the Mission.

211. With the restructuring carried out in the Office of the Chief, Supply Chain Management (redeployment of the existing D-1, P-3 and 2 Field Service posts to the combined office of the Director of Mission Support/Deputy Director of Mission Support), that section needs to be re-established with new staff and posts reflecting the changes in the functions of that office. The existing staff of the former Office of the Chief, Service Delivery, are to be divided between the front offices of the two main global field support strategy pillars. On this basis, occupants of posts have been so far dealing with functions on which they would now start reporting to their respective global field support strategy pillar. Thus, the posts for 1 P-3 Administrative Officer and 1 Field Service Administrative Assistant are proposed to be redeployed from Service Delivery to Supply Chain Management.

212. The purpose of the proposed redeployment of 1 P-3 and 2 National Professional Officers from the former Office of the Chief, Service Delivery, to the

Occupational Health and Safety and Environment Unit is to generate a more centralized and effective approach to all occupational health and environmental issues affecting the Mission.

213. Furthermore, to ensure that the two pillars of Supply Chain Management and Service Delivery have adequate staff to enable them to perform their duties, 1 P-3 Administrative Officer and 1 Field Service Administrative Assistant are redeployed from Service Delivery to Supply Chain Management.

Medical Services Section

International staff: decrease of 1 post (abolishment of 1 P-4)

United Nations Volunteers: decrease of 1 position (abolishment of 1 United Nations Volunteer position)

214. The majority of personnel who use UNMIL clinics are civilian staff. In line with the downsizing of the Mission and the phasing out of civilian personnel, it is expected that the workload for the Medical Section will be reduced and therefore the abolishment of 1 United Nations Volunteer Nurse position and 1 P-4 Medical Officer is proposed.

HIV/AIDS Advisory Unit

International staff: increase of 1 post (redeployment of 1 P-4 post from the HIV/AIDS Unit/Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance))

National staff: increase of 3 posts (redeployment of 1 National Professional Officer and 2 national General Service posts from the HIV/AIDS Unit/Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance))

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position from the HIV/AIDS Unit/Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance))

215. The HIV/AIDS Advisory Unit is responsible for ensuring, through delivery of a comprehensive HIV/AIDS awareness and prevention programme, that peacekeepers do not contract or transmit HIV in the course of service in UNMIL. In previous years, the Unit was part of the Consolidation of Democratic Governance Component.

216. Since the 2012/13 financial period, the HIV/AIDS Advisory Unit has refocused on the internal support functions of testing and counselling all categories for peacekeeping personnel. It is therefore proposed that the Unit be redeployed to the Service Delivery Pillar under Mission Support. The Unit is redeployed less the 2 posts proposed for abolishment (1 United Nations Volunteer and 1 National Professional Officer position), as mentioned under the Consolidation of Democratic Governance Component.

217. The new reporting line reflects more adequately the type of services currently provided by the UNMIL HIV/AIDS Unit, that is to say, those that are oriented mainly towards UNMIL personnel rather than advisory services targeted at national counterparts and substantive programmatic activities.

Transport Section

International staff: decrease of 2 posts (abolishment of 2 Field Service posts)

National staff: decrease of 15 posts (abolishment of 15 national General Service posts)

United Nations Volunteers: decrease of 3 positions (abolishment of 3 United Nations Volunteer positions)

218. In line with the downsizing of the Mission and closure/consolidation of Mission locations and camps, UNMIL proposes to reduce the number of staff delivering transportation and maintenance services by a total of 20 posts/positions without expecting an impact on the operations.

Aviation Section

International staff: no net change (reclassification of 1 P-5 to 1 P-4 post and 1 P-4 to 1 P-3 post)

219. The responsibility of the Aviation Section is to provide timely and uninterrupted air transportation service which is safe, effective and reliable, through strict adherence to the standards and recommended practices stipulated in the annexes to the International Civil Aviation Organization Convention on International Civil Aviation, military regulations of troop-contributing countries, United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations and established United Nations aviation policies, procedures and practices. In addition, the Aviation Section carries out operations aimed at maintaining rapid deployment to the security reserve force/quick reaction force capability, and air patrols along the borders with Côte d'Ivoire, Guinea and Sierra Leone, and provides maximum flexibility with respect to multipurpose passengers and cargo aircrafts as well as liaison and medical evacuations.

220. However, with the change of the Mission Support structure to conform to the global field support strategy-recommended structure, UNMIL proposes to lower the grade of the Chief Aviation Officer from P-5 to P-4 and, subsequently, to also lower the grade of the existing P-4 Air Operations Officer to the P-3 level.

221. Furthermore, as compared with the 2011/12 financial period prior to the drawdown of the Mission, the size of the UNMIL aircraft fleet has been reduced and consequently the number of actual flying hours for both fixed-wing and rotary-wing aircraft has also been reduced.

Engineering Section

International staff: decrease of 3 posts (abolishment of 1 P-4 and 2 Field Service posts and reclassification of 1 P-5 post, Chief, from P-5 to P-4)

National staff: decrease of 13 posts (abolishment of 13 national General Service posts)

United Nations Volunteers: decrease of 6 positions (abolishment of 6 United Nations Volunteer positions)

222. The Engineering Section maintains Mission facilities and engineering assets, which entails maintenance of premises, and repair and rehabilitation and alterations

of facilities and camps, generators, air conditioners, electrical systems, ablutions, water supply and water treatment plants, as well as the maintenance of roads, including airfields and helipads.

223. In line with the downsizing of the Mission and subsequent closure/consolidation of Mission locations and camps, UNMIL proposes to reclassify the 1 P-5 Section Chief's position to P-4, Chief. 1 P-4 Engineering Officer post will be abolished to match the new level of supervision of this Section, and abolish a total of 21 posts/positions for the 2015/16 budget period owing to the expected reduction in workload.

Life Support Section

International staff: increase of 11 posts (redeployment of 1 P-4, 1 P-3 and 9 Field Service posts from the Integrated Warehouse, formerly the Supply Section/Central Warehouse)

National staff: increase of 36 posts (redeployment of 36 national General Service posts from the Integrated Warehouse, formerly the Supply Section/Central Warehouse)

United Nations Volunteers: increase of 10 positions (redeployment of 10 United Nations Volunteer positions from the Integrated Warehouse, formerly the Supply Section/Central Warehouse)

224. The redeployment of a total of 57 posts is proposed in accordance with the recommended global field support strategy model which provides for the separation of strategic supplies (fuel, rations and major supplies) within a newly established organizational unit Life Support. The posts being redeployed to Life Support have been performing the same functions under the existing Supply Section/Central Warehouse during the 2014/15 period, and thus the change is only structural in nature. Abolishment of various posts as a result of Mission downsizing is already reflected within the Supply Section/Central Warehouse (now renamed the Integrated Warehouse) and only posts planned to be retained are subject to this redeployment. Separating Life Support as a separate section, is expected to result in better service delivery.

United Nations Volunteers Support Unit

National staff: decrease of 2 posts (abolishment of 1 national General Service post and redeployment of 1 national General Service post to the Human Resources Management Section)

United Nations Volunteers: decrease of 4 positions (abolishment of 1 United Nations Volunteer position and redeployment of 3 United Nations Volunteer positions to the Human Resources Management Section)

225. It is proposed that the United Nations Volunteers Support Unit become part of the Human Resources Management Section for the 2015/16 financial period, and that it thus be dissolved as a separately standing unit under the Chief, Service Delivery.

226. With the proposed reduction in the number of United Nations Volunteers in line with the downsizing of the Mission, UNMIL expects a reduced workload in support of the United Nations Volunteers for the 2015/16 budget period.

227. The proposed redeployment to the Human Resources Management System is also in line with the global field support strategy guidance on merging similar functions.

Conduct and Discipline Team

National staff: decrease of 1 post (abolishment of 1 national General Service staff)

228. The primary tasks of the national General Service Administrative Assistant are to support the Field Service Administrative Assistant, particularly with respect to a project aimed at digitizing and archiving hundreds of old conduct and discipline case files. As the project is expected to be completed by June 2014, the functions will therefore no longer be required. The digitization project has supported and will continue to support the closure of old conduct and discipline cases.

Security Section (support component)

International staff: decrease of 6 posts (abolishment of 1 P-3, 1 P-2 and 4 Field Service posts)

National staff: decrease of 7 posts (abolishment of 7 national Security Assistant posts)

229. The workload of the Security Section is not expected to decrease during the 2015/16 budget period; in some areas, it may even increase as the security transition progresses and the military presence of UNMIL across the country is reduced. Additionally, it is anticipated that incidents of theft and other security incidents instigated by staff members will increase as the Mission continues to draw down. In this context, the abolishment of the following posts is assessed as manageable within the context of the Section's continuing workload: 1 P-3 Regional Security Coordination Officer post (the duties and functions under the post will be carried out by a P-2 Associate Security Officer; 1 Associate Security Officer (P-2) assigned as Regional Security Officer for Zwedru (the duties and functions under the post will be performed by a Security Officer at the Field Service level); 1 post at the Field Service level within the Guard Force Unit (the functions under the post will be performed by a Security Officer at the Field Service level); 3 posts at the Field Service level within the Guard Force Unit, the Special Investigation Unit and the Security Operations Centre (the functions under the posts will be performed by other staff members in the respective units); and 7 national General Service posts, of which 4 are within the Fire Safety Unit, 1 within the Special Investigation Unit, 1 in the Guard Force Unit, and 1 in the county office in Gbarnga.

230. Continued improvements in the management of the Integrated Security Section, including more effective and efficient procedures and working methods, clearer prioritization of tasks, greater alignment of staff skills with post functions, and strengthened oversight and control frameworks, as well as the ongoing training of security personnel, have enhanced UNMIL security operations in general. Combined with the fact that a number of the positions proposed for abolition have been vacant for some time, and that these gaps have been factored into the changes implemented or under way in the Section, the impact of the proposed changes is expected to have minimal operational impact other than in the Fire Safety Unit, where the effect will be more significant.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	1 July 2013 to 30 June 2014 Expenditures (1)	1 July 2014 to 30 June 2015 Apportionment (2)	1 July 2015 to 30 June 2016 Cost estimates (3)	Variance Amount (4)	Variance Percentage (5)
Military and police personnel					
Military observers	7 159.3	7 219.0	6 029.7	(1 189.3)	(16.5)
Military contingents	162 751.3	141 480.4	107 388.6	(34 091.8)	(24.1)
United Nations police	25 064.3	26 761.3	23 364.4	(3 396.9)	(12.7)
Formed police units	30 209.5	31 513.6	29 873.4	(1 640.2)	(5.2)
Subtotal	**225 184.4**	**206 974.3**	**166 656.1**	**(40 318.2)**	**(19.5)**
Civilian personnel					
International staff	87 612.9	88 153.6	75 254.2	(12 899.4)	(14.6)
National staff	17 887.0	17 500.0	17 028.2	(471.8)	(2.7)
United Nations Volunteers	11 755.6	12 445.9	11 500.6	(945.3)	(7.6)
General temporary assistance	17.6	9.0	9.0	0.0	0.0
Government-provided personnel	1 614.5	1 616.8	1 658.7	41.9	2.6
Subtotal	**118 887.6**	**119 725.3**	**105 450.7**	**(14 274.6)**	**(11.9)**
Operational costs					
Civilian electoral observers	0.0	0.0	0.0	0.0	0.0
Consultants	519.5	487.3	340.9	(146.4)	(30.0)
Official travel	1 826.6	2 061.5	2 018.0	(43.5)	(2.1)
Facilities and infrastructure	29 041.7	33 700.5	27 301.7	(6 398.8)	(19.0)
Ground transportation	11 405.9	14 154.9	6 686.8	(7 468.1)	(52.8)
Air transportation	41 753.8	29 416.2	25 654.6	(3 761.6)	(12.8)
Naval transportation	3 091.0	3 140.3	3 153.0	12.7	0.4
Communications	4 312.9	6 617.8	5 216.8	(1 401.0)	(21.2)
Information technology	4 501.0	5 914.6	5 367.4	(547.2)	(9.3)
Medical	568.3	1 168.1	1 015.1	(153.0)	(13.1)
Special equipment	0.0	0.0	0.0	0.0	0.0
Other supplies, services and equipment	5 778.3	2 906.2	4 347.7	1 441.5	49.6
Quick-impact projects	974.3	1 000.0	2 000.0	1 000.0	100.0
Subtotal	**103 773.3**	**100 567.4**	**83 102.0**	**(17 465.4)**	**(17.4)**
Gross requirements	**447 845.3**	**427 267.0**	**355 208.8**	**(72 058.2)**	**(16.9)**
Staff assessment income	9 698.9	8 970.0	8 688.7	(281.3)	(3.1)
Net requirements	**438 146.4**	**418 297.0**	**346 520.1**	**(71 776.9)**	**(17.2)**
Voluntary contributions in kind (budgeted)[a]	52.8	52.8	52.8	0.0	0.0
Total requirements	**447 898.1**	**427 319.8**	**355 261.6**	**(72 058.2)**	**(16.9)**

[a] Cost estimates for 2014/15 are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

231. The estimated value of non-budgeted contributions for the period from 1 July 2015 to 30 June 2016 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	2 441.0
Voluntary contributions in kind (non-budgeted)	–
Total	**2 441.0**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation fees and taxes.

C. Efficiency gains

232. UNMIL will seek efficiency gains during the 2015/16 budget period through improved control over mission assets and resources, and particularly through the implementation of electronic monitoring systems for rations and fuel. The cost estimates for the period from 1 July 2015 to 30 June 2016 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Initiative*	*Amount*
Rations management		
	Implementation of the Electronic Rations Management Tool • Enables contingents to speed up the consolidation and processing of their food orders • Provides the freedom to select food items using recipe cards, based on the contingent's cuisine • The programme also has full control over the budget ceiling for the man-day rate and calories not to exceed individual entitlements	168.9
Fuel management — ground transportation		
	Implementation of the Electronic Fuel Management System • Provides an efficient way of managing fuel operations, eliminating a significant amount of manual transactions • Facilitates monitoring of fuel distribution and usage of vehicles travelling between sectors • Enables data reconciliation among issuance, stocks and receipts with an increased level of accuracy • Allows quicker recovery of reimbursement for fuel provided to non-mission consumers • Allows quicker reconciliation of vendor invoices	75.1
	Total	**244.0**

D. Vacancy factors

233. The cost estimates for the period from 1 July 2015 to 30 June 2016 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2013/14*	*Budgeted 2014/15*	*Projected 2015/16*
Military and police personnel			
Military observers	3.0	3.0	19.0
Military contingents	0.4	2.0	27.0
United Nations police	7.0	5.0	18.0
Formed police units	15.7	2.0	21.0
Civilian personnel			
International staff	12.8	9.0	15.0
National staff			
National Professional Officers	26.1	25.0	15.0
National General Service staff	7.3	5.4	6.0
United Nations Volunteers	10.5	7.0	15.0
Government-provided personnel	3.1	5.0	3.0

234. The application of vacancy rates is based on actual personnel deployment for the 2013/14 financial period and the first half of the 2014/15 period, as well as the expenditure pattern of the Mission and projected changes in the Mission's strength.

E. Contingent-owned equipment: major equipment and self-sustainment

235. Requirements for the period from 1 July 2015 to 30 June 2016 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $35,692,800, as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	13 568.5
Formed police units	5 116.8
Subtotal	**18 685.3**
Self-sustainment	
Military contingents	16 920.7
Formed police units	3 617.7
Subtotal	**20 538.4**
Total	**39 223.7**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.80	1 November 2008	September/October 2008
Intensified operational condition factor	1.30	1 November 2008	September/October 2008
Hostile action/forced abandonment factor	0.60	1 November 2008	September/October 2008
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

F. Training

236. The estimated resource requirements for training for the period from 1 July 2015 to 30 June 2016 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	199.2
Official travel	
Official travel, training	522.0
Other supplies, services and equipment	
Training fees, supplies and services	429.9
Total	**1 151.1**

237. The number of participants planned for the period from 1 July 2015 to 30 June 2016, compared with previous periods, is as follows:

(Number of participants)

	International staff			National staff			Military and police personnel		
	Actual 2013/14	Planned 2014/15	Proposed 2015/16	Actual 2013/14	Planned 2014/15	Proposed 2015/16	Actual 2013/14	Planned 2014/15	Proposed 2015/16
Internal	656	754	1 145	444	554	812	177	2 772	2 567
External[a]	56	65	44	13	29	21	3	4	6
Total	**712**	**819**	**1 189**	**457**	**583**	**833**	**180**	**2 776**	**2 573**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

238. The Mission's training programme for the 2015/16 budget period is geared towards enhancing the leadership, administrative and organizational skills of Mission personnel. The programme is aimed at strengthening the substantive and technical capacity of the Mission staff in fields such as administration, communication, ground transportation, governance, human rights, humanitarian issues, the peace process, human resources management, information technology and supply and property management.

G. Quick-impact projects

239. The estimated resource requirements for quick-impact projects for the period from 1 July 2015 to 30 June 2016, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	Amount	Number of projects
1 July 2013 to 30 June 2014 (actual)	974.3	40
1 July 2014 to 30 June 2015 (approved)	1 000.0	40
1 July 2015 to 30 June 2016 (proposed)		
Construction/rehabilitation of the Bureau of Immigration and Naturalization, the Liberia National Police, judicial and other administrative infrastructures	1 000.0	25
Delivery of rule of law and peacebuilding services and training to support the strengthening of State authority during the UNMIL transition	600.0	20
Strengthening resilience and social cohesion of vulnerable populations, including in post-Ebola support and reconciliation initiatives crucial to the UNMIL transition	400.0	15
Total	**2 000.0**	**60**

240. The quick-impact projects portfolio will reflect the multidimensional mandate as UNMIL transitions and enhances the capacity of rule of law institutions to prepare them for the assumption of full responsibility for security, supports reconciliation and social cohesion efforts and undertakes initiatives in support of critical reform processes. In support of the Mission's good offices mandate, quick-impact projects will build confidence in the transition process, and strengthen the presence and functioning of civilian and rule of law institutions at critical locations

in the counties, in order to make the delivery of services to the population more equitable. Furthermore, quick-impact projects will promote reconciliation and social cohesion, through targeted engagement, social and livelihoods initiatives and provision of basic services, including post-Ebola recovery support.

III. Analysis of variances[1]

241. The standard elements of the terminology applied with respect to the analysis of resources variances in the present section are defined in annex I.B of the present report. The terminology used remains the same as that used in previous reports.

	Variance	
Military observers	($1 189.3)	(16.5%)

- **Management: higher vacancy factor**

242. The main factor contributing to the variance under this heading is the application of a higher vacancy factor of 19 per cent in the computation of mission subsistence allowance cost for military observers, compared with 3 per cent as applied to the estimate with respect to the 2014/15 financial period, in line with the overall downsizing of the Mission.

	Variance	
Military contingents	($34 091.8)	(24.1%)

- **Mandate: drawdown of the military strength of the Mission**

243. The main factor contributing to the variance under this heading is the drawdown of the military component of the Mission from 4,765 contingent personnel for the 2014/15 financial period to 4,678 personnel planned for the 2015/16 period, as well as the vacancy rate of 27 per cent compared with 2 per cent in 2014/15. The requirements for travel in respect of emplacement, rotation and repatriation of troops, the daily allowance, the mission subsistence allowance, rations, contingent-owned equipment, self-sustainment, freight and deployment of contingent-owned equipment are reduced in line with the downsizing of the military component.

	Variance	
United Nations police	($3 396.9)	(12.7%)

- **Management: higher vacancy factor**

244. The main factor contributing to the variance under this heading is the application of a higher vacancy factor of 18 per cent in the computation of mission subsistence allowance cost for United Nations police compared with 5 per cent as applied to the estimate with respect to the 2014/15 financial period.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Formed police units	($1 640.2)	(5.2%)

- **Management: higher vacancy rate**

245. The main factor contributing to the variance under this heading is the application of a higher vacancy factor of 21 per cent in the computation of the reimbursement cost for formed police units, compared with 2 per cent as applied to the estimate with respect to the 2014/15 financial period, taking into consideration only 8 of the 10 formed police units expected to be deployed during the budget period.

	Variance	
International staff	($12 899.4)	(14.6%)

- **Mandate: change in scale/scope of mandate**

246. The main factor contributing to the variance under this heading is the net reduction in international staff by 45 personnel, in line with the downsizing of the Mission, as well as the application of a higher vacancy factor of 15 per cent compared with 9 per cent applied to the estimate with respect to the 2014/15 financial period, including an increment of a further 5 per cent to allow for further reductions in staff in line with the reconfiguration of the Mission.

	Variance	
National staff	($471.8)	(2.7%)

- **Mandate: change in scale/scope of mandate**

247. The main factor contributing to the variance under this heading is the net reduction by 88 national staff. The decreased requirement is partly offset by higher requirements as the result of a higher grade/step used in the computation of national staff costs (NO-B step 7 and G-4 step 7 for the 2015/16 financial period compared with NO-B step 6 and G-4 step 6 for the 2014/15 financial period, with respect to National Professional Officers and national General Service staff, respectively). The decreased requirement is also partly offset by higher requirements for National Professional Officers owing to a 5.8 per cent salary increase.

	Variance	
United Nations Volunteers	($945.3)	(7.6%)

- **Mandate: change in scale/scope of mandate**

248. The main factor contributing to the variance under this heading is the reduction in the number of United Nations Volunteers by 33 members of personnel, from 237 to 204. Moreover, UNMIL proposes a higher vacancy rate of 1 per cent in computation of the cost for United Nations Volunteers, compared with 7 per cent as applied to the estimate with respect to the 2014/15 financial period.

	Variance	
Consultants	($146.4)	(30.0%)

- **Management: reduced inputs and outputs**

249. The requirements for hiring consultants for either training or non-training purposes are reduced as a result of the downsizing of the Mission. The Mission undertakes all efforts to lower the cost of external consultancy in line with the reduced staffing strength of the Mission. A reduction in the training consultants' requirements is also due to the fact that UNMIL maximizes the use of training companies rather than individual consultants.

	Variance	
Facilities and infrastructure	($6 398.8)	(19.0%)

- **Mandate: change in scale/scope of mandate**

250. With the adjustment and drawdown of the Mission in both its military and its civilian component, the projected requirement for the acquisition of prefabricated facilities/accommodations, alteration and renovations services, maintenance services, and acquisition of safety and security equipment will be reduced.

	Variance	
Ground transportation	($7 468.1)	(52.8%)

- **Management: reduced inputs and outputs**

251. The Mission does not plan to purchase specialized vehicles for replacement. Further, requirements for vehicle spare parts and petrol, oil and lubricants are reduced for the 2015/16 budget period in line with the downsizing of the Mission. The reduced requirement is also the result of decreases in the Mission's vehicle establishment for United Nations-owned as well as contingent-owned fleets of vehicles.

	Variance	
Air transportation	($3 761.6)	(12.8%)

- **Management: reduced inputs and outputs**

252. The main factor contributing to the variance under this heading is the reduction in the share to 15 per cent with UNOCI of the three military armed helicopters (Mi-24) for the period from 1 July 2015 to 31 January 2016, combined with the reduction of planned flight hours and in respect of petrol, oil and lubricants.

	Variance	
Communications	($1 401.0)	(21.2%)

- **Management: reduced inputs and outputs**

253. In line with the downsizing of the Mission, communications assets and requirements for supplies and maintenance, spare parts requirements will be reduced. The requirement for the acquisition of communications equipment will be significantly reduced.

	Variance	
Information technology	($547.2)	(9.3%)

- **Management: reduced inputs and outputs**

254. In line with the downsizing of the Mission, information technology assets and requirements for information technology services and acquisition of software packages and spare parts will be reduced. The overall reduction in the requirements is offset in part by increased requirements for technology services needed for the implementation of Umoja, Cluster 3.

	Variance	
Medical	($153.0)	(13.1%)

- **Management: reduced inputs and outputs**

255. The cost estimates for medical services, medical supplies and medical equipment will be reduced in line with the scheduled reduction/withdrawal of military and civilian police personnel.

	Variance	
Other supplies, services and equipment	$1 441.5	49.6%

- **Management: increased inputs and outputs and changes to the chart of accounts**

256. The increased requirements are attributable mainly to the new chart of accounts, which classifies freight costs of engineering, transport and information technology and communications equipment and other general supplies under this heading, compared with the specific budget lines in the 2014/15 period. The increased requirement is also due to an increase in training fees as opposed to requirements associated with using individual consultants.

	Variance	
Quick-impact projects	$1 000.0	100%

257. The increased requirements are attributable to the ability to implement 60 projects, compared with 40 projects during the 2014/15 financial period, designed to promote the Mission's mandate and to build confidence in the transition process,

such as through strengthening the presence and functioning of civilian and rule of law institutions at critical locations in the counties, and promoting reconciliation and social cohesion.

IV. Actions to be taken by the General Assembly

258. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $355,208,800 for the maintenance of the Mission for the 12-month period from 1 July 2015 to 30 June 2016;**

(b) **Assessment of the amount of $88,802,200 for the maintenance of the Mission for the period from 1 July to 30 September 2015;**

(c) **Assessment of the amount of $266,406,600 for the period from 1 October 2015 to 30 June 2016 at a monthly rate of $29,600,733 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

(A/68/782/Add.16)

Request	*Response*
The Advisory Committee recommends that, in view of the transition of communication and information functions from UNMIL to the Government, the General Assembly request the Secretary-General to keep the structure and the staffing of the Communications and Public Information Office under review, including the merger of the video and photo units, for possible reductions in the future (para. 27)	In the 2015/16 budget proposal, the video and photo units have been merged with the Publications and Social Media Unit into a consolidated structure, proposed to be renamed the Multimedia Unit. The workload of the Communications and Public Information Office is not expected to decrease during 2015/16. It will likely increase during periods owing to the resumption of campaigns suspended or curtailed during the Ebola virus disease crisis and decisions by the Security Council regarding the UNMIL transition, which will be a critical aspect of the section's work. For 2015/16, five posts have been proposed for abolishment

Request	*Response*
The Advisory Committee was informed, upon enquiry, that, in an organization chart in general, organizational components and offices should be called services if headed at the D-1 level, sections if headed at the P-5 level and units if headed at the P-4 level. The Committee was also informed that the level of the components and offices was determined by the importance of the function, which was based on the mission's mandate and the complexity of the responsibilities assigned. In the light of the information provided, the Advisory Committee recommends that the organizational components and offices of UNMIL should be reflected in its organization chart in a manner consistent with the general practice of the Organization in this regard (para. 49)	A full review of the organizational structure is under way which is aimed at ensuring that the organizational components and offices shall be correctly reflected in the organization chart consistent with the general practice of the Organization
Inter-mission cooperation (A/68/782/Add.17)	
17. The Advisory Committee makes observations and recommendations on inter-mission cooperation arrangements in paragraphs 58 to 67 of its cross-cutting report (A/68/782). **The Advisory Committee stresses that services, assets and personnel must be funded by the mission where the activity takes place (the receiving mission) and must not be funded by the originating mission. It also expresses the view that the costs of the services, assets and personnel transferred should be charged to the receiving mission from the date of transfer. Accordingly, the Advisory Committee recommends that the General Assembly request the Secretary-General to present in his next submission on the financing of UNMISS, as well as in the respective performance reports of UNMISS and the sending missions (MONUSCO, UNAMID, UNISFA, UNOCI, UNMIL and MINUSTAH) for the 2013/14 financial period, clear and transparent reporting of the services, assets and personnel provided to UNMISS by other missions in 2013/14 and related cost-recovery charges (para. 17)**	UNMIL ensures that all costs incurred on behalf of any Mission through inter-mission cooperation are recovered. During 2013/14, UNMIL deployed one formed police unit to UNMISS and recovered 185,296.43 United States dollars for that mobilization. UNMISS assumed the costs for rations and other operational costs for the troops except the standard troop costs reimbursable to troop-contributing countries owing to the fact that up to 27 May 2014, the formed police unit was officially part of the deployed strength of UNMIL. From 27 May 2014, the Security Council officially authorized the continued deployment of the Unit in South Sudan, at which stage UNMISS assumed the troop cost reimbursements

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment.** A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment.** An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment.** An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification.** An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment.** An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion.** Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

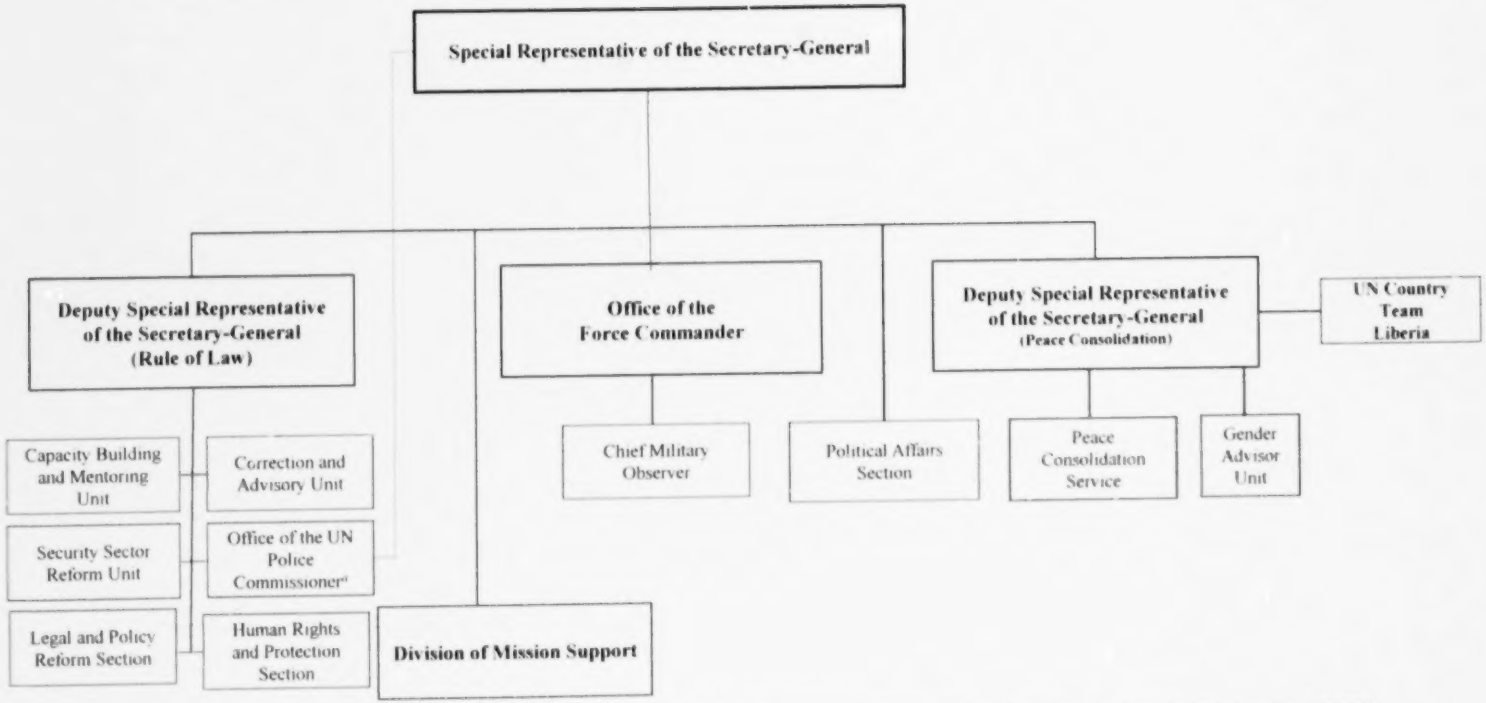
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

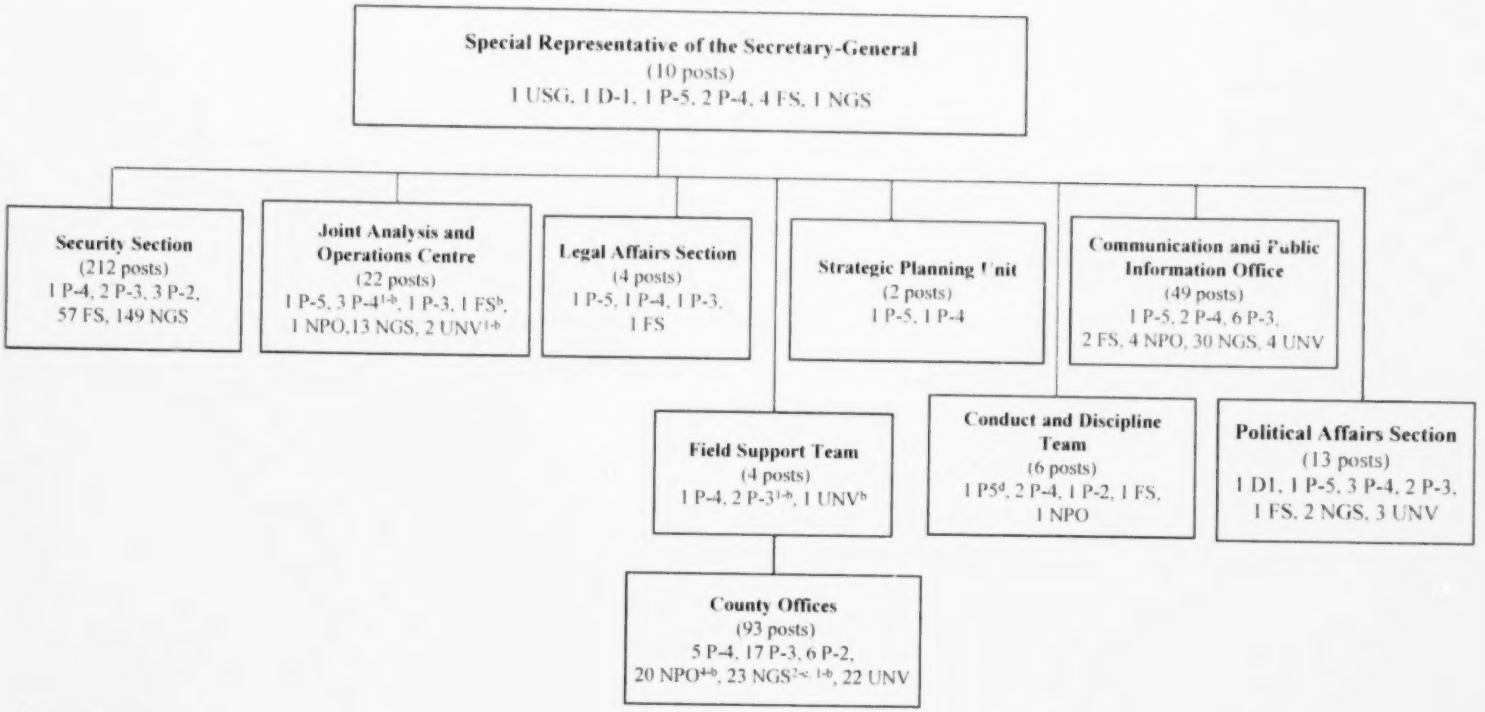
Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Peace Consolidation)
UN Country Team Liberia
Capacity Building and Mentoring Unit
Correction and Advisory Unit
Security Sector Reform Unit
Office of the UN Police Commissioner[a]
Legal and Policy Reform Section
Human Rights and Protection Section
Division of Mission Support
Chief Military Observer
Political Affairs Section
Peace Consolidation Service
Gender Advisor Unit

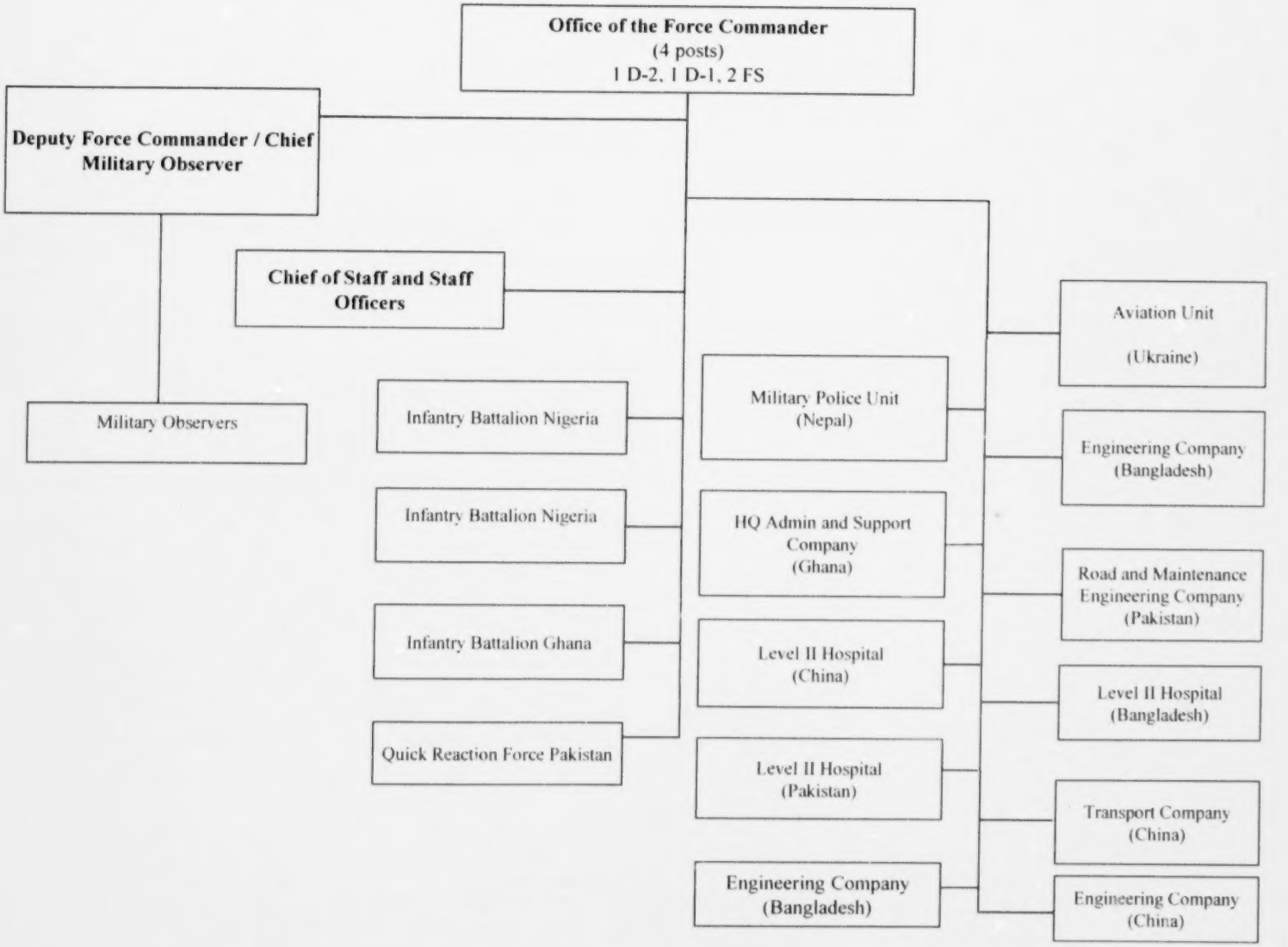
[a] Office of the United Nations Police Commissioner (20 posts) — has dual in-Mission reporting to the DSRSG-Rule of Law (Policy) and the SRSG (Operational).

B. Office of the Special Representative of the Secretary-General

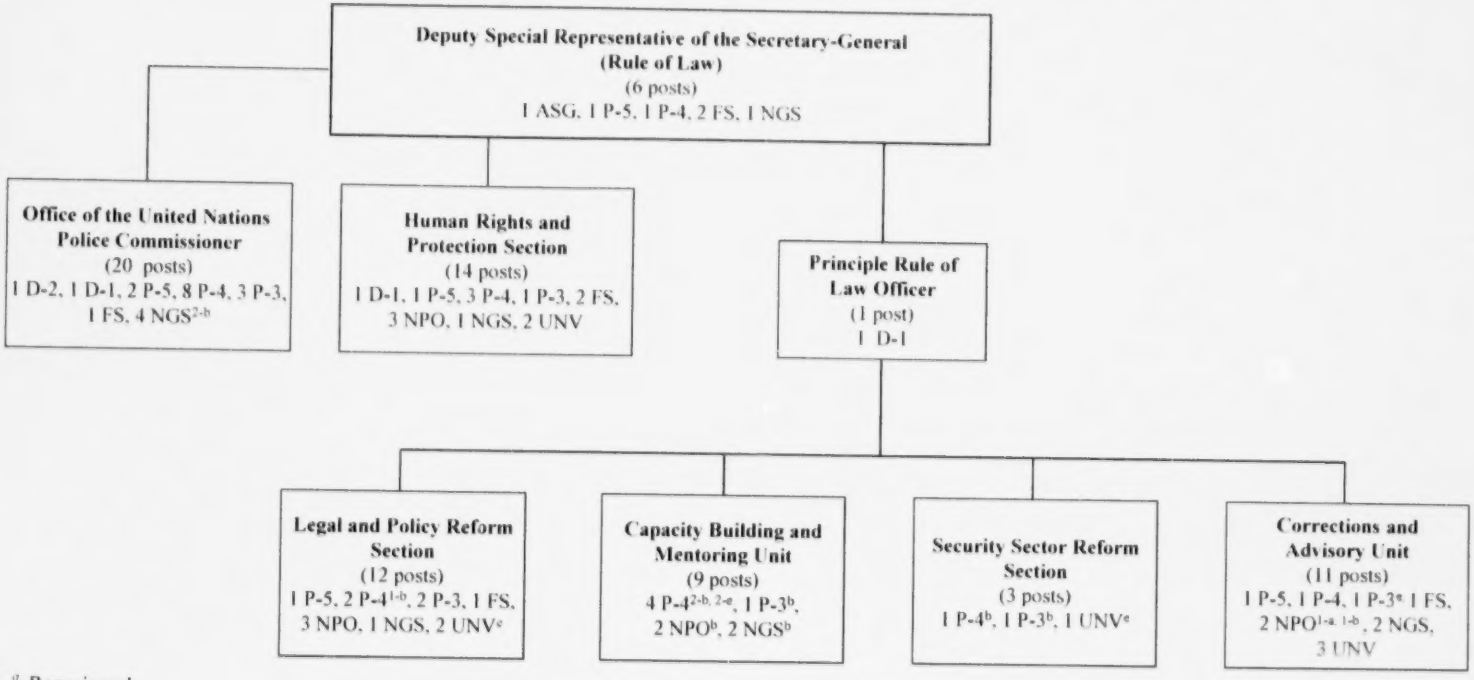

Special Representative of the Secretary-General
(10 posts)
1 USG, 1 D-1, 1 P-5, 2 P-4, 4 FS, 1 NGS
Security Section
(212 posts)
1 P-4, 2 P-3, 3 P-2,
57 FS, 149 NGS
Joint Analysis and Operations Centre
(22 posts)
1 P-5, 3 P-4[1-b], 1 P-3, 1 FS[b],
1 NPO,13 NGS, 2 UNV[1-b]
Legal Affairs Section
(4 posts)
1 P-5, 1 P-4, 1 P-3,
1 FS
Strategic Planning Unit
(2 posts)
1 P-5, 1 P-4
Communication and Public Information Office
(49 posts)
1 P-5, 2 P-4, 6 P-3,
2 FS, 4 NPO, 30 NGS, 4 UNV
Field Support Team
(4 posts)
1 P-4, 2 P-3[1-b], 1 UNV[b]
Conduct and Discipline Team
(6 posts)
1 P5[d], 2 P-4, 1 P-2, 1 FS,
1 NPO
Political Affairs Section
(13 posts)
1 D1, 1 P-5, 3 P-4, 2 P-3,
1 FS, 2 NGS, 3 UNV
County Offices
(93 posts)
5 P-4, 17 P-3, 6 P-2,
20 NPO[4-b], 23 NGS[2-c, 1-b], 22 UNV

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

C. Military operations

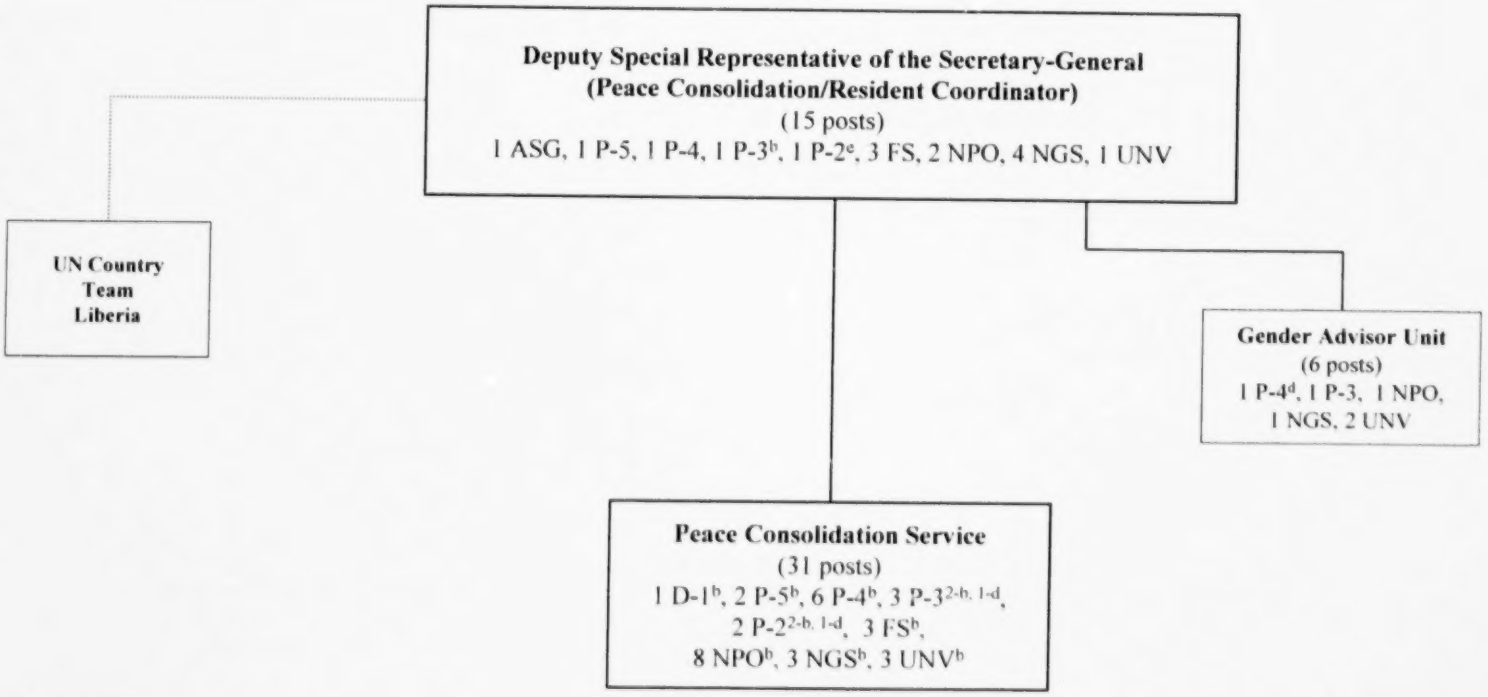

Office of the Force Commander
(4 posts)
1 D-2, 1 D-1, 2 FS
Deputy Force Commander / Chief Military Observer
Chief of Staff and Staff Officers
Military Observers
Infantry Battalion Nigeria
Infantry Battalion Nigeria
Infantry Battalion Ghana
Quick Reaction Force Pakistan
Military Police Unit (Nepal)
HQ Admin and Support Company (Ghana)
Level II Hospital (China)
Level II Hospital (Pakistan)
Engineering Company (Bangladesh)
Aviation Unit (Ukraine)
Engineering Company (Bangladesh)
Road and Maintenance Engineering Company (Pakistan)
Level II Hospital (Bangladesh)
Transport Company (China)
Engineering Company (China)

D. Office of the Deputy Special Representative of the Secretary-General (Rule of Law)*


Deputy Special Representative of the Secretary-General (Rule of Law)
(6 posts)
1 ASG, 1 P-5, 1 P-4, 2 FS, 1 NGS
Office of the United Nations Police Commissioner
(20 posts)
1 D-2, 1 D-1, 2 P-5, 8 P-4, 3 P-3, 1 FS, 4 NGS[2-b]
Human Rights and Protection Section
(14 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-3, 2 FS, 3 NPO, 1 NGS, 2 UNV
Principle Rule of Law Officer
(1 post)
1 D-1
Legal and Policy Reform Section
(12 posts)
1 P-5, 2 P-4[1-b], 2 P-3, 1 FS, 3 NPO, 1 NGS, 2 UNV[e]
Capacity Building and Mentoring Unit
(9 posts)
4 P-4[2-b, 2-e], 1 P-3[b], 2 NPO[b], 2 NGS[b]
Security Sector Reform Section
(3 posts)
1 P-4[b], 1 P-3[b], 1 UNV[e]
Corrections and Advisory Unit
(11 posts)
1 P-5, 1 P-4, 1 P-3[e] 1 FS, 2 NPO[1-a, 1-b], 2 NGS, 3 UNV

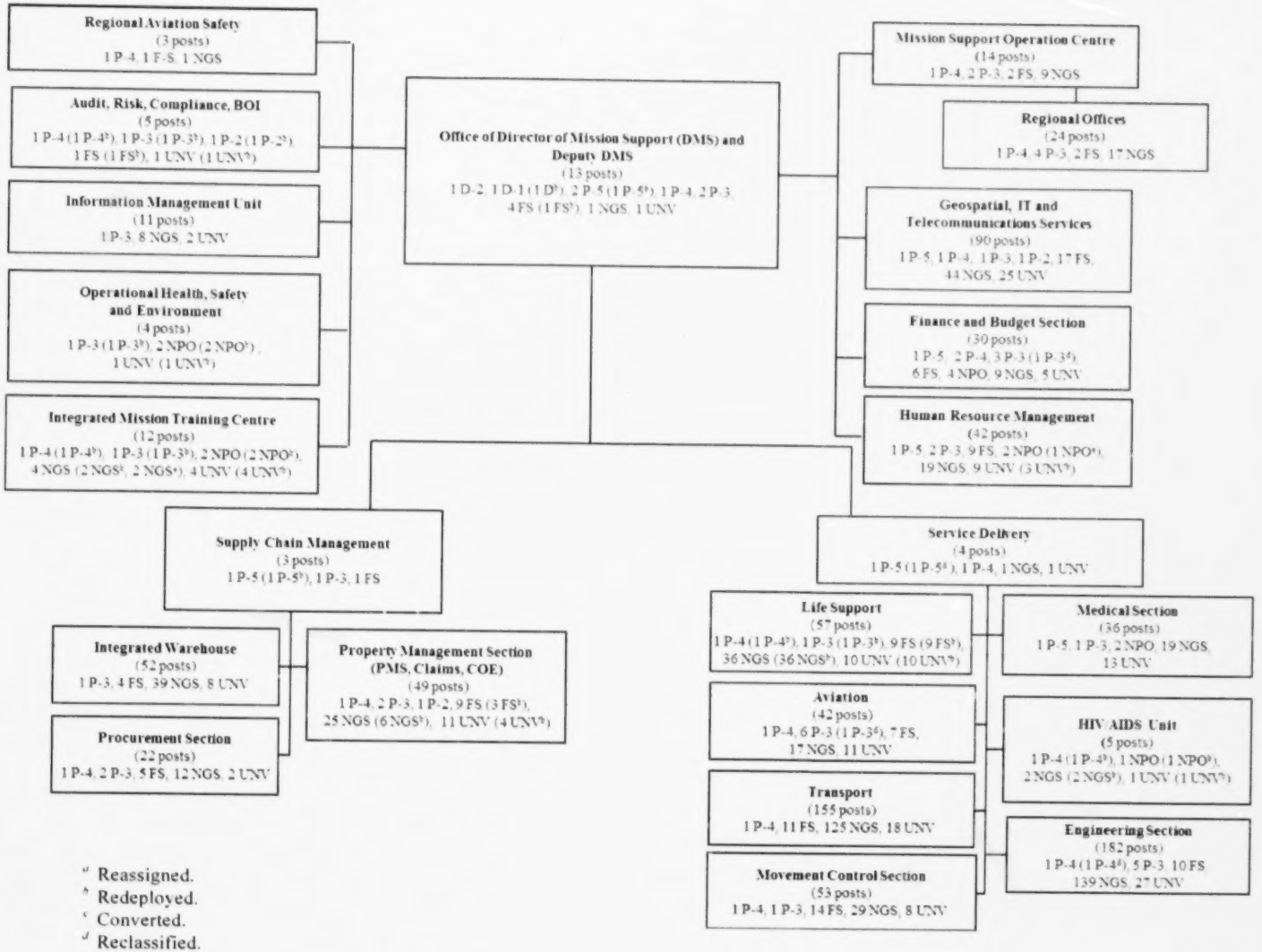
[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.
* Inclusive of Office of the United Nations Police Commissioner (20 posts).

E. Office of the Deputy Special Representative of the Secretary-General (Peace Consolidation and Support)


Deputy Special Representative of the Secretary-General
(Peace Consolidation/Resident Coordinator)
(15 posts)
1 ASG, 1 P-5, 1 P-4, 1 P-3[b], 1 P-2[e], 3 FS, 2 NPO, 4 NGS, 1 UNV
UN Country Team Liberia
Gender Advisor Unit
(6 posts)
1 P-4[d], 1 P-3, 1 NPO, 1 NGS, 2 UNV
Peace Consolidation Service
(31 posts)
1 D-1[b], 2 P-5[b], 6 P-4[b], 3 P-3[2-b, 1-d],
2 P-2[2-b, 1-d], 3 FS[b],
8 NPO[b], 3 NGS[b], 3 UNV[b]

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

F. Division of Mission Support


Regional Aviation Safety
(3 posts)
1 P-4, 1 F-S, 1 NGS
Audit, Risk, Compliance, BOI
(5 posts)
1 P-4 (1 P-4[a]), 1 P-3 (1 P-3[a]), 1 P-2 (1 P-2[a]),
1 FS (1 FS[b]), 1 UNV (1 UNV[b])
Information Management Unit
(11 posts)
1 P-3, 8 NGS, 2 UNV
Operational Health, Safety and Environment
(4 posts)
1 P-3 (1 P-3[b]), 2 NPO (2 NPO[c]),
1 UNV (1 UNV[b])
Integrated Mission Training Centre
(12 posts)
1 P-4 (1 P-4[b]), 1 P-3 (1 P-3[b]), 2 NPO (2 NPO[c]),
4 NGS (2 NGS[b], 2 NGS[e]), 4 UNV (4 UNV[b])
Office of Director of Mission Support (DMS) and Deputy DMS
(13 posts)
1 D-2, 1 D-1 (1 D[b]), 2 P-5 (1 P-5[b]), 1 P-4, 2 P-3,
4 FS (1 FS[b]), 1 NGS, 1 UNV
Mission Support Operation Centre
(14 posts)
1 P-4, 2 P-3, 2 FS, 9 NGS
Regional Offices
(24 posts)
1 P-4, 4 P-3, 2 FS, 17 NGS
Geospatial, IT and Telecommunications Services
(90 posts)
1 P-5, 1 P-4, 1 P-3, 1 P-2, 17 FS,
44 NGS, 25 UNV
Finance and Budget Section
(30 posts)
1 P-5, 2 P-4, 3 P-3 (1 P-3[d]),
6 FS, 4 NPO, 9 NGS, 5 UNV
Human Resource Management
(42 posts)
1 P-5, 2 P-3, 9 FS, 2 NPO (1 NPO[a]),
19 NGS, 9 UNV (3 UNV[b])
Supply Chain Management
(3 posts)
1 P-5 (1 P-5[b]), 1 P-3, 1 FS
Integrated Warehouse
(52 posts)
1 P-3, 4 FS, 39 NGS, 8 UNV
Procurement Section
(22 posts)
1 P-4, 2 P-3, 5 FS, 12 NGS, 2 UNV
Property Management Section (PMS, Claims, COE)
(49 posts)
1 P-4, 2 P-3, 1 P-2, 9 FS (3 FS[b]),
25 NGS (6 NGS[b]), 11 UNV (4 UNV[b])
Service Delivery
(4 posts)
1 P-5 (1 P-5[d]), 1 P-4, 1 NGS, 1 UNV
Life Support
(57 posts)
1 P-4 (1 P-4[a]), 1 P-3 (1 P-3[b]), 9 FS (9 FS[b]),
36 NGS (36 NGS[b]), 10 UNV (10 UNV[b])
Aviation
(42 posts)
1 P-4, 6 P-3 (1 P-3[d]), 7 FS,
17 NGS, 11 UNV
Transport
(155 posts)
1 P-4, 11 FS, 125 NGS, 18 UNV
Movement Control Section
(53 posts)
1 P-4, 1 P-3, 14 FS, 29 NGS, 8 UNV
Medical Section
(36 posts)
1 P-5, 1 P-3, 2 NPO, 19 NGS,
13 UNV
HIV/AIDS Unit
(5 posts)
1 P-4 (1 P-4[b]), 1 NPO (1 NPO[b]),
2 NGS (2 NGS[b]), 1 UNV (1 UNV[b])
Engineering Section
(182 posts)
1 P-4 (1 P-4[d]), 5 P-3, 10 FS,
139 NGS, 27 UNV

[a] Reassigned.
[b] Redeployed.
[c] Converted.
[d] Reclassified.
[e] Established.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To improve the quality of life of the Liberian people and promote sustainable and equitable socioeconomic development by ensuring a secure environment where peace and the rule of law are upheld ($17,558,996 — United Nations country team)	• Liberia has an improved, inclusive rule of law framework for effective administration of and equitable access to justice in compliance with international human rights standards • Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional, county and local levels • Liberia has more efficient, effective, accountable and responsive security institutions at the national, regional, county and local levels	• Legal framework on harmonization of customary and statutory justice systems developed in compliance with international human rights standards • Liberia Independent National Commission on Human Rights strengthened to implement its mandate to improve the human rights situation • Enhanced protection of vulnerable groups in the justice system, including women, children, refugees, internally displaced persons and persons with disabilities • Improved public knowledge of legal rights and remedies for access to justice • Increased institutional and professional capacity of rule of law institutions to effectively administer justice • Transitional justice, as captured in the Strategic Road Map for National Healing, Peacebuilding and Reconciliation, enhanced • Women, youth and vulnerable groups empowered to participate and assume leadership roles in peacebuilding and national reconciliation • Regional hubs in place with capacity to deliver services • Security sector oversight, accountability and management structures enhanced • Enhanced female empowerment in security sector institutions	• United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Human Settlements Programme (UN-Habitat), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Ministry of Planning and Economic Affairs, Governance Commission, Land Commission

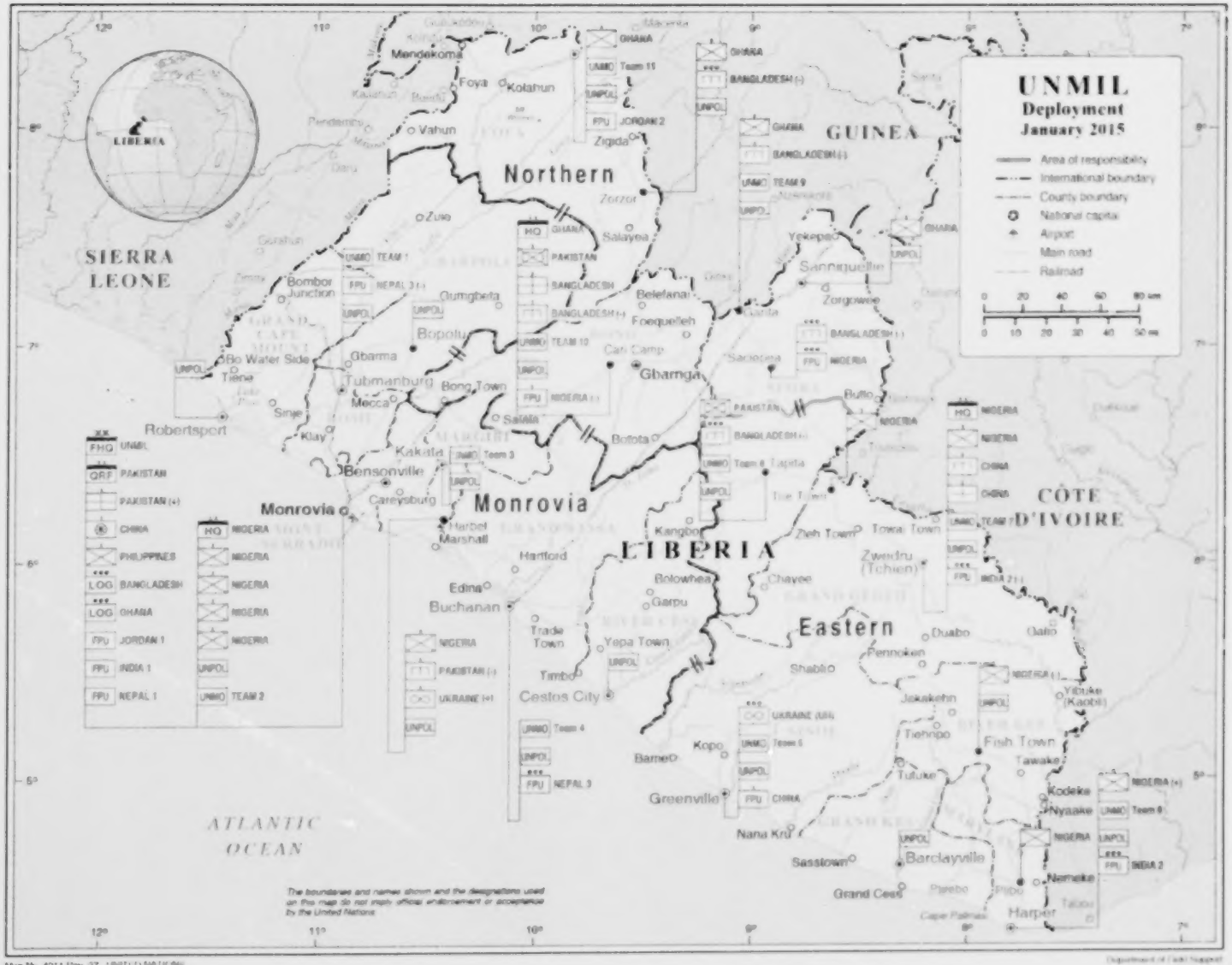
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
To transform the economy in order to meet the demands of Liberians by leveraging the foreign direct investment in mining and plantations so as to develop the domestic private sector; provide employment for the youth population; invest in infrastructure for economic growth; address fiscal and monetary issues for macroeconomic stability; and improve agriculture so as to expand the economy for rural participation and food security ($21,327,903 — United Nations country team)	• Improved sustainable natural resource utilization and food security • Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas • Improved access to sustainable basic infrastructure • Improved evidence-based policies designed to maintain a stable and inclusive macroeconomic environment	• Agricultural production and productivity of smallholder farmers increased and diversified • Value added post-harvest food processing, facilities and market linkages for smallholder farmer organizations expanded • Productive safety nets, with focus on smallholder youth and women farmers, expanded in selected target areas • Utilization of natural resources (land, water and forest) improved • Capacities of public and community-level institutions to coordinate, deliver and monitor food security programmes increased • Strengthened capacities for promotion and implementation of labour and employment policies, legislation and partnerships • Mechanisms developed to streamline the regulatory framework for the private sector, including standardization of enforcement mechanisms by 2017 • Increased access to business development services and quality vocational training, focusing on employment-creation, and micro-, small and medium-sized enterprises development targeting youth, women and persons with disabilities • Enhanced access to sustainable financial services, market linkages and value chain upgrading for micro-, small and medium-sized enterprises, with a special focus on the rural areas • National urban development strategy, plans and legal framework prepared and capacities strengthened for implementation by 2017 • Policy framework developed for increasing access to adequate and affordable housing and capacity of National Housing Authority strengthened for implementation by 2017	• World Bank • UNDP, World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNFPA, United Nations Office for Project Services (UNOPS), UN-Habitat, Ministry of Finance and Development Planning, Ministry of Agriculture, Ministry of Labour

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Agricultural and marketing infrastructure expanded	
		• Enhanced capacities of national agencies for on-grid and off-grid electricity provision, with a particular focus on providing alternative energy sources to rural communities by 2017	
		• Enhanced national and local capacities for macroeconomic modelling and policy research, development and advocacy with a focus on data collection, analysis and utilization, towards effective socioeconomic surveillance and monitoring of development results, including the Millennium Development Goals, by 2017	
		• Strengthened national framework for regional and global economic cooperation and integration towards macroeconomic harmonization and convergence by 2017, with a focus on international trade	
		• Strengthened capacities for fiscal and monetary policy management, including in gender-responsive budgeting, with a focus on financial systems automation, soundness of fiscal policy, debt management and efficacy and transparency of spending	
To improve quality of life by investing in quality education; affordable and accessible quality health care, social protection for vulnerable citizens, and equitable access to environmentally friendly water and sanitation services ($86,893,936 — United Nations country team)	• The population has increased access to and utilization of equitable, affordable and quality health and nutrition services • Social welfare systems and services are improved and utilized, especially by the most vulnerable groups and individuals • Vulnerable households and groups benefit from appropriate social protection services and systems	• Strengthened national capacity to provide comprehensive maternal and newborn health services, with emphasis on the most vulnerable and marginalized communities, in compliance with national policies • Women and adolescents have increased awareness and knowledge related to maternal and newborn health-care information and services • Capacity of the Ministry of Health and Social Welfare strengthened to implement and monitor the essential package of health services at all levels, within a human rights framework • Enhanced technical capacity of health workers and community volunteers for increased coverage of case management of common childhood illnesses at the community level	• United Nations Children's Fund. Partners: UN-Women, WFP, UN-Habitat, World Health Organization, UNFPA, UNDP, UNOPS, International Organization for Migration (IOM), Ministry of Planning and Economic Affairs, Ministry of Education, Ministry of Health and Social Welfare

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
	• The population has increased the utilization of safe water and the practice of safe sanitation and hygiene in underserved areas	• National capacity enhanced to maintain immunization coverage at over 90 per cent in all counties	
		• Enhanced capacity of health workers and community volunteers to deliver essential nutrition interventions with decentralized service delivery at the community level	
	• Scaled up access to and utilization of HIV prevention, treatment, care and support services	• Knowledge and skills of caregivers enhanced to carry out optimal feeding and care practices in children under age 2, with a focus on the south-eastern counties and among the urban poor	
		• A holistic early childhood development approach designed, modelled and piloted	
		• Children's learning level in basic education improved	
		• Education management system strengthened, including the decentralization process	
		• Expanded post-basic education provision strengthened	
		• Alternative basic education for out-of-school children, youth, women and persons with disabilities designed and implemented	
		• Increased government ownership and implementation of effective school feeding programmes in low-performing areas	
		• Integrated curriculum and increased understanding among children, youth and the general public of peace, tolerance and national identity	
		• The capacity of relevant actors to manage social welfare cases, monitor residential facilities, and promote family-based care is improved	
		• Birth registration services available across the country	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• A safe and secure environment for survivors and individuals at risk of violence, harmful traditional practices, exploitation, discrimination, abuse and neglect exist across the country	
		• Government of Liberia capacity to coordinate and deliver social protection services is enhanced	
		• Vulnerable populations, especially youth, are better prepared for work and have increased opportunities for transitional income-generation	
		• The most vulnerable households and individuals receive appropriate safety net transfers	
		• 400,000 persons have improved water and sanitation services and knowledge of safe hygiene practices, in underserved areas	
		• 500 additional primary schools and 50 health facilities have implemented the water, sanitation and hygiene (WASH) package in underserved areas	
		• Water, sanitation and hygiene (WASH) governing bodies established	
		• Effective WASH sector capacity is strengthened at the central and county levels	
		• Financial management capacity in the WASH sector is strengthened at the central level	
		• Increased knowledge and understanding of the causes of HIV infection and measures for prevention among youth and adolescents	
		• Increased number of women accessing antiretroviral drugs/therapy services	
		• National AIDS Commission capacity strengthened to implement the multisectoral and decentralized national HIV response	

Priorities	*Outcomes*	*Outputs*	*Lead partners, mechanism*
		• Increase in the number of people living with HIV who are accessing quality care, treatment and support services	
To build and operate efficient and effective institutions and systems, in partnership with the citizens, that will promote and uphold democratic governance, accountability and justice for all and that will strengthen peace ($8,806,309 — United Nations country team)	• By 2017, a review of the Constitution is completed with a framework that guarantees democratic governance and equal rights of all citizens • By 2017, Liberia has an effective and efficient natural resources management framework enabling the transparent, accountable and equitable distribution of economic benefits and protection of the rights of all • By 2017, Liberia has an improved and decentralized public sector and civil service, providing fair and accountable basic services to the people	• By 2016, an expanded, comprehensive regulatory framework for natural resources management is formulated and endorsed • By 2016, a complaint and redress mechanism for natural resources management is established and operational • By 2016, the capacity of the Government for contracts, agreements and concessions negotiations is enhanced • By 2016, county governments have operational and technical capacity to formulate and implement county development plan and budget • By 2016, capacity of public sector institutions is enhanced, with clearly defined mandates, structures and function • By 2016, county service delivery and outreach are informed by the needs and priorities of citizens • By 2016, the national disaster risk reduction policy is implemented and supported by a commission with clearly defined mandates • By 2016, effective public finance management with a transparency and accountability mechanism is instituted	• UNDP • Office of the United Nation High Commissioner for Refugees, World Bank, IOM, UNOPS, UNFPA, UNESCO, Ministry of Internal Affairs, Ministry of Planning and Economic Affairs, Bureau of Maritime Affairs, Environmental Protection Agency, Liberia Fire Service, Ministry of Justice, Forestry Development Authority, Ministry of Agriculture, Ministry of Housing, WFP, UNMIL



Map No. 4211 Rev. 37 UNITED NATIONS
January 2015 (Colour)

Department of Field Support
Cartographic Section